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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Brighton  
Michigan**

For the Fiscal Year Beginning

**July 1, 2009**

President

Executive Director

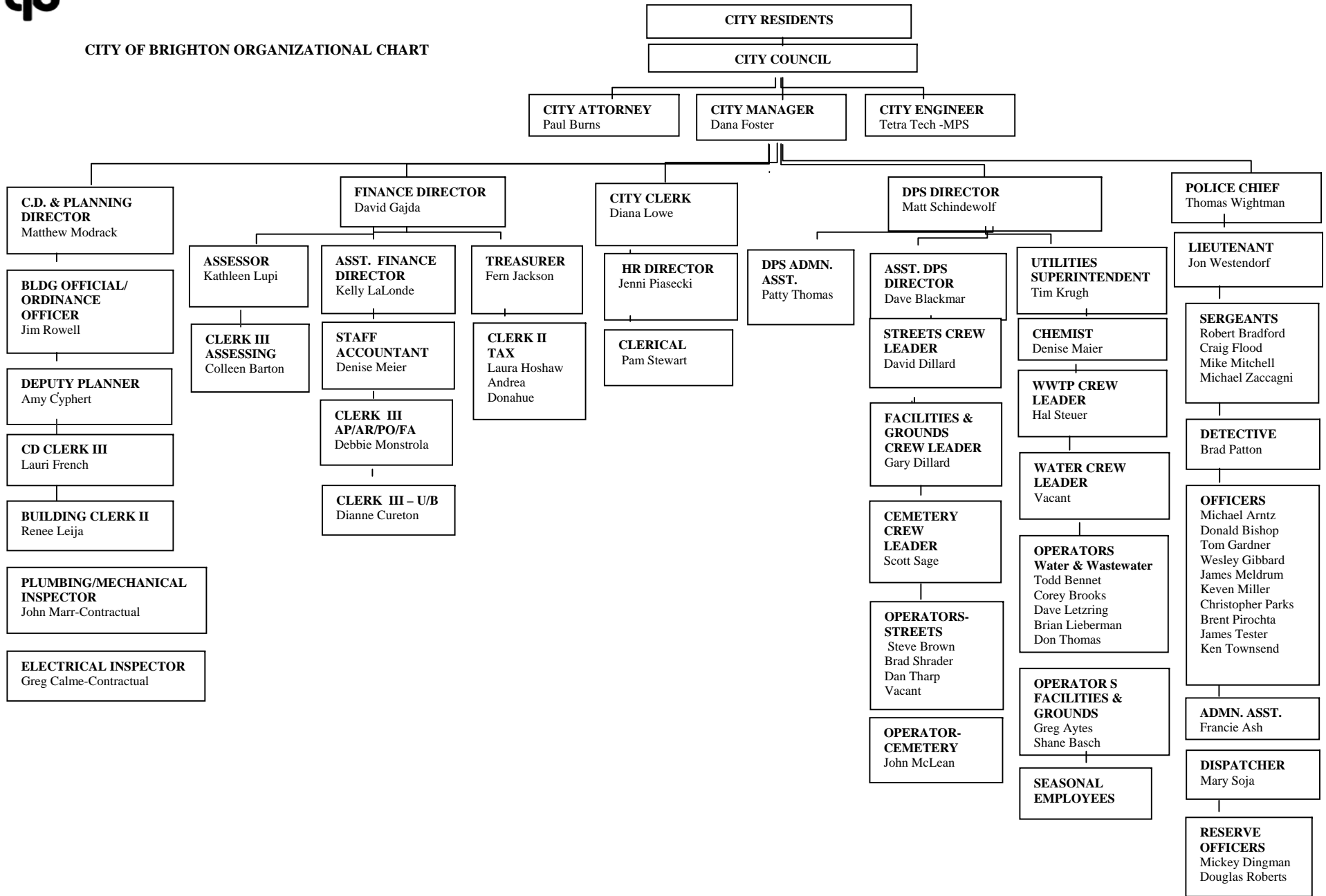
The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Brighton, Michigan for its annual budget for the fiscal year beginning July 1, 2009.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



CITY OF BRIGHTON ORGANIZATIONAL CHART





MEMORANDUM

To: City Council

From: Dana W. Foster, City Manager

SUBJECT: **PROPOSED FISCAL YEAR 2010-2011 CITY BUDGET: EXECUTIVE SUMMARY**

Date: March 12, 2010

This memorandum will serve as my Executive Summary and Transmittal Letter of the Proposed 2010-2011 City of Brighton City Budget. This proposed budget provides City Council with a balanced General Fund Budget for FY 10-11 that --- If adopted -- will be the first balanced General Fund Budget in 7 years. I have delivered proposed budgets during that time that were balanced, but the final adopted versions used fund balance for specific projects/purposes. My proposed budget provides City Council a means of adopting a balanced General Fund budget.

I am also transmitting with this proposed budget book document; an alternative package of recommendations that will also achieve a Balanced FY 10-11 General Fund Budget to consider IF City Council does Not want to consider significant New & Temporary Revenue Increase related policy decisions that the Proposed Budget as submitted would require.

Essentially then, my proposed Budget for the General Fund in FY 10-11 could be viewed as Proposed Budget Scenario # 1 and is my recommended & preferred course of action for Council to take. The above referenced alternative package of recommendations could be viewed as Proposed Budget Scenario # 2.

Both Proposed Budget scenarios would achieve Balanced FY 10-11 General Fund budgets, and both would include the following expenditures (without needing to decrease the Fund Balance to fund them):

1. The first year's payment of a 3-year lease purchase financing agreement for the replacement of three Police Patrol Cars which need immediate replacement and which have already been deferred for two years for replacement.
2. A resumption of General Fund appropriations/transfers to the OPEB (Other Post Employment Benefits) reserve fund in accordance with the findings of the recent OPEB related updated actuarial study

The above items are the Only expenditures that could be considered as New or different from our current base budget expenditures. The Proposed Balanced General Fund Budget Scenarios 1 & 2 also include contractually required wage increases for employees in all four of our collective bargaining units.

Both Proposed Budget Scenarios 1 & 2 will accomplish the mission of "Closing a \$ 900,000 gap" that we recently reported to City Council that we had to solve in order to be able to deliver a Balanced Proposed General Fund Budget for FY 10-11. The PowerPoint slide that describes that \$ 900,000 "gap" which we recently showed City Council in our Proposed Budget Preview Presentation at the 03/04/10 Council Meeting is attached to this transmittal memorandum for further explanation. As also stated in the Preview Presentation, we were still working on the final estimates and numbers were still being updated constantly. As a result, we are now projecting a slightly smaller "gap" of about \$830,000. A revised version of that PowerPoint slide to



similarly explain the components of that revised \$ 830,000 gap is attached to this transmittal. As also stated in that recent Preview Presentation, I am basically presenting to City Council a “range of Both revenue And expenditure measures “ in Both of these Proposed Budget Scenarios to consider as budget policy decisions/actions in order to solve the \$ 830,000 gap problem. More specifically here are some critical measures that this Proposed Budget (which is Scenario 1 & my preferred course of action) would require for Council’s approval:

1. A temporary Millage Rate Increase up to the City’s current Headlee Millage Rate Lid. This will generate approximately \$ 160,000
2. A temporary New User fee for Current Curbside Residential Refuse Collection Service which would be about \$ 13 per month and that our General Fund Budget (property taxes) currently pays for in full. This will generate approximately \$ 466,000
3. A 1-time DDA contribution to the General Fund to help support City services & projects which are DDA Plan-eligible expenditures of approximately \$ 250,000 that are already part of the base budget (i.e. these expenditures are Not New expenditures or activities).
4. Additional non-personnel operating budget cuts of approximately \$ 102,000 that are in addition to the 10 % across the board cut in non-personnel related line items that I told City Council in December of 2009 that I would be requiring Department Directors to accept and plan for. Attached to this transmittal is a listing of those proposed additional cuts.
5. And an estimated \$ 30,000 of savings that we believe might be achieved with a recommended competitive Request for Proposal process for our standing Information Technology, Engineer, & Liability/Property Insurance contracts i.e. \$ 30,000 from competitive processes for all 3 of those contracted services combined.

**Please note my use of the word “temporary” with Items 1 & 2 of the above list. I am suggesting to City Council to consider these two new Revenue measures as Temporary in nature in the Same manner as we have asked All of our City Employees to accept a 24 month mandatory Furlough program consisting of 1 day per month without pay which translates into a 5 % pay decrease; and in the same manner as we have asked Non-Union employees to accept a third consecutive year of a temporary Salary freeze. The point is two-fold here:**

1. **We have told our employees that the above-referenced measures are Not intended to be permanent and that we needed these measures to get us through the immediate financial crisis that has caused our Revenues to decline so rapidly & seriously.**
2. **And due to our Rapidly Decreasing Revenues, and due to what we are projecting as at least two years of probable continuation of plummeting property values (which is the basis of our Primary General Fund Revenue source: the property tax), I am therefore respectfully suggesting to City Council to consider Temporary Revenue Increases to Offset the short-term Revenue Decreases that we are projecting to occur with our Property Tax revenues.** (Please also see the complete set of our 03/04/10 Budget “Preview” slide presentation that follows this transmittal memo which includes the analysis of our decreasing revenues)



**I am also respectfully asking City Council to consider these offsetting Temporary Revenue increase measures in view of the fact that we have documented & recently reported to City Council that the combination of All City employees (union and non-union) plus our City's retirees have incurred through the combination of wage/salary freezes, pay reductions (the furloughs), health insurance changes requiring increased cost participation from employees and retirees, a total of approximately \$ 1.6 million during the course of 3 fiscal years ( last fiscal year, the current fiscal year, and next fiscal year ) of cost reductions which equates to about an 8.7 % reduction in our organization's overall personnel/payroll costs. Part of this cost reduction number also includes the cost savings resulting from Not filling two fulltime positions that became vacated during the past 2 years; a Police Patrol Officer position, and an Administrative position as a result of the restructuring of our City Clerk's & Human Resources Departments following the retirement of our longtime City Clerk/H.R. Director in early 2009. (See the attached Spreadsheet which details the components of the \$ 1.6 million of payroll cost reductions in a 3-yr period).**

We have also cut costs in several other non-personnel areas of the City's budget during the past 2-3 years as a result of our declining revenues and we have documented those results and efforts to City Council as well in past reports. We will continue our work to reduce costs & improve operational efficiencies wherever and whenever possible.

Long story short however: we cannot continue to "cut our way to budget related success". We need help on the revenue side of the ledger. If City Council does Not want to enact temporary revenue increase related measures such as I am recommending, then we will need to proceed on a different path (Proposed Budget Scenario # 2) to enact very serious Service reductions and/or eliminations which will result in layoffs of current City employees. Up until now, we have been fortunate to be able to achieve any staff downsizing strictly through attrition. We have not had to enact layoffs of current employees. I also respectfully submit that an "Expenditure-side Only" path cannot be pursued without reductions in our current City services and related layoffs. And I would also submit that serious reductions in our current services/service levels will prevent our city government and community from achieving Michigan Municipal League-inspired 21<sup>st</sup> Century Community Design goals that City Council has adopted and endorsed.

**Proposed Budget Scenario # 2 is Summarized in a Chart & related documents that follow this transmittal message & should be considered as attachments to this transmittal. You will see in these attachments that for Scenario 2: we would need to Solve the \$ 830,000 "gap" problem & still deliver a Balanced General Fund budget to you that would Not include the proposed Temporary New Refuse related user fee and would therefore heavily rely upon nearly \$ 300,000 in Service Reductions & corresponding Employee Layoffs.**

Also following this transmittal memo, are two attached charts which give you Two Different Versions of Service Reductions, Corresponding proposed Layoffs, and other Resource related Reductions for City Council to consider If City Council wants to pursue Scenario # 2 as opposed to Scenario 1 which is what this Proposed Budget "as-is" is built upon. I am submitting two different Versions of Service Reductions with Corresponding Layoffs & related Resource Reductions in case the City Council may also choose to Not want to do Any of the Proposed Temporary Revenue measures (DDA contribution, Headlee related Millage increase, and Residential Refuse collection user fee).



**To Conclude:**

City Council also needs to know that I have asked our City Labor Attorney to review Additional Personnel related measures that might serve as plausible and more acceptable alternatives to Layoffs of current employees if we need to cut staffing to achieve a balanced budget. I would encourage City Council to consider reserving time in a near-future closed session to receive advice from the Labor Attorney about those additional or alternative measures.

And City Council needs to know that I have asked our City Attorney to review the possible Residential Refuse related User fee idea/proposal Before then including it in a formal proposed budget document such as this. The model that our staff has researched & which I then asked our Attorney to review was that of the City of Utica, Michigan. The City Attorney has opined to me that it appears that a Utica-type user fee could be applied to our situation here to provide our General Fund some temporary budget relief if it is implemented and adopted by City Council in a manner that complies with applicable state laws & related court decisions. Since it appears “doable”, I am therefore recommending it to City Council.

City Council also needs to review the Prioritization of Services matrix / rankings that Department Directors first completed at my direction a year ago and then recently updated at my direction. It is this Prioritization of Services’ matrix that I in turn am utilizing to formulate my above referenced & attached charts that give you Two Different Versions of combined Service Reductions, Corresponding proposed Layoffs & other Resource related Reductions (including elimination of the City’s participation in SELCRA in Version 2) that would be needed to achieve a Balanced General Fund budget for Proposed Budget Scenario # 2. My point here is that there is a Basis for my two different versions of such possible Service/Staffing Reductions, which is related to the process that we initiated a year ago to formally rank the services that our organization currently provides to our citizens/customers/residents/businesses.

I want to formally thank all City Department Directors who have worked on several tasks to get to this point with our Proposed Budget. Dave Gajda and Kelly LaLonde continue to do their outstanding analytical work that is reflected throughout the enclosed budget book document. I want to also thank Mayor Pro Tem Bohn and City Council Member Jim Muzzin who are the two members of the City Council Budget & Finance Subcommittee who I’ve asked to spend considerable time in meetings with us to give us feedback on our work in developing the proposed budget. All City staff members look forward to the upcoming review process regarding the proposed budget with the City Council. Thank you for your time and consideration of this transmittal.



**RESOLUTION 10-08**

**ADOPTING THE FY 2010-11 BUDGET**

**WHEREAS, the City of Brighton Municipal Charter requires that an annual budget be approved by the City Council; and**

**WHEREAS, said Charter requires the appropriation of funds for the upcoming Fiscal Year; and**

**WHEREAS, the Manager's recommended budget for Fiscal Year 2010-11 was submitted to the City Council of Brighton and a copy thereof placed on file with the City Clerk for public review on March 18, 2010; and**

**WHEREAS, on May 16, 2010 the City Council of Brighton held a public hearing on the proposed budget for Fiscal Year 2010-11; and**

**WHEREAS, estimated revenues and fund balances are sufficient to provide for proposed expenditures and year end reserves required for the 2010-11 Fiscal Year; and**

**NOW, THEREFORE, pursuant to Chapter 8, Section 4 of the City of Brighton Charter, BE IT RESOLVED, that the City Council of Brighton hereby approves the Fiscal Year 2010-11 budget by activity, as presented by the Manager, reviewed by Council, and implemented through the following policies and specifications as the official budget for the City of Brighton for the Fiscal Year beginning July 1, 2010;**

**I. ADOPTION BY FUND AND ACTIVITY WITHIN EACH FUND**

**The Budget is hereby adopted and appropriated by fund, and department within each fund, as provided on Exhibit A.**

**II. APPROPRIATIONS/TRANSFERS**

**Appropriations made during Fiscal Year 2010-11 pursuant to said budget shall be considered the maximum authorization to incur expenditures and not a mandate to spend, subject to the following conditions:**

- A. Additional appropriations may be made by the City Council from the unappropriated fund balance account of the General Fund for approved reallocations, providing that such appropriations do not cause the unreserved fund balance account to be less than 15% of the total General Fund budgeted operating expenditures.**



- B. Transfers may be made by the City Manager from departmental reserves or surplus of the General Fund to any department of the General Fund in amounts not to exceed five percent of the original total budget for the department receiving the transfer, provided that such transfers shall not exceed the total amount of operating reserves or surplus available at the time of transfer, and providing that such transfers do not cause the unreserved fund balance account to be less than 15% of the total General Fund budgeted operating expenditures.
- C. Transfers may be made by the City Manager from departmental reserves or surplus of the General Fund to any other Fund of the City in amounts not to exceed ten percent of the original total budget for all such transfers, providing that the limitations of Section (B) are not exceeded.
- D. Appropriations in excess of the limitations of Sections (A - C) above may be authorized by the City Council but only if new revenues are available to fund such expenditures.

### III. LIMIT ON OBLIGATIONS AND PAYMENTS

No obligation shall be incurred against, and no payment shall be made from any appropriation account unless there is a sufficient unencumbered balance in the appropriation, and sufficient funds are or will be available to fund such expenditures.

### IV. CONFORMITY WITH PREVIOUS ACTIONS

The City Council rescinds any prior actions not in conformity with the above stated policies and specifications.

Ayes: Schillinger, Cooper, Bandkau, Muzzin, Roblee, Pipoly

Nays: Bohn

Absent: None

Abstain: None

This Resolution was Adopted this 6th day of May 2010.

---

Diana Lowe, City Clerk



**EXHIBIT - A**

<u>REVENUE/SOURCES - ALL FUNDS</u>	<u>Budget</u>
Property Taxes, Penalties, Interest & Fees	\$ 7,492,723
Licenses & Permits	319,308
Federal Grants	9,500
State Grants	18,500
State Shared Revenue	843,992
Local Unit Contribution	102,696
Service Charges	3,486,680
Fines & Forfeits	142,880
Investment Earnings	33,250
Rents & Royalties	73,850
Other Revenue	245,744
Other Financing Sources (including (fund balance and working capital)	3,732,310
<b>TOTAL REVENUE</b>	<b><u>16,501,433</u></b>

<u>EXPENDITURES</u>	<u>Department</u>	<u>Appropriation</u>
<u>Fund</u>		
	City Council	32,793
	City Manager	114,155
	Legal Services	243,272
	City Clerk	189,613
	Human Resources	121,663
	Finance	662,437
	Information Systems	141,250
	Police	2,452,973
	Public Services	1,982,078
	Community Development	413,415
	Post Employment Benefits	255,112
	Contingencies/(Cuts)	(43,875)
	Transfers Out	1,485,815
General		8,050,701
Major Street		839,964
Local Street		210,031
Principal Shopping District		39,675
Arts & Cultural Commission		5,000
Street Non-voted Debt		708,275
Street Voted Debt		473,563
Capital Improvement		288,301
Building Authority		135,450
Downtown Development Authority		1,629,205
Local Development Finance Authority		193,196
Utilities		5,767,572
<b>TOTAL EXPENDITURES</b>		<b><u>18,340,933</u></b>
Less: Depreciation		(1,839,500)
<b>TOTAL EXPENDITURES: Less Depreciation</b>		<b><u>16,501,433</u></b>



### **City Goals & Objectives**

The following Citywide goals have been identified through the Master Plan process and the City Council Goal setting special meeting. Each City office also prepares performance objectives, which are located in the departmental sections of this document, and are directly tied and referenced to at least one of the City's overall goals and objectives.

#### **City Council**

##### **Budget & Financial**

1. Consider City Hall relocation to free up current site for commercial development
2. Pursue recent inquiries from Rotary and SELCRA for possible Community Center "spin-off" what-if" if either organization is able to operate & assimilate the operating costs for same to relieve the City's General Fund
3. Pursue Benchmarking of City services & practices with the help of MML staff; staff including; including possible MML presentation on same at a near-future Early Blue Sky session
4. Research possible SEMCOG-funded 6-week Survey / analysis of City services/practices
5. Consider Council appointment of a Citizens' Advisory Task Force to determine recommendations for stable/ongoing funding sources for Capital Improvements
6. Price City Services to Sell for marketing outside of the City of Brighton
7. Consider self-funding options for City Health Insurance for cost savings
8. Explore Alternative Staffing for City services such as increased use of part-time employees and privatization
9. Michigan Tribunal cases: bring report on Additional Cost projections to City Council & info on possible settlements
  - a. Ask City Assessor for report about residential rental property assessments & monitoring thereof
  - b. Consider pursuit of cost-sharing on Michigan Tribunal cases through the RCG with neighboring units of government
10. Consider OPEB report

##### **Main Street Program:**

11. Move it forward from paper / concept into reality this year

##### **DDA Amendments:**

12. Closely monitor completion of the pending process & related outcomes. Get in position to implement new items/programs that will become Eligible DDA Expenditures when the Amendments' process is completed



**City Council Goals, continued:**

**Green Initiatives:**

13. Energy Audit recommendations' implementation
14. Advertise / promote the use of separate Lawn Watering Meters to our Water utility customers
15. Consider the facilitation of Increased Density with our Developments and redevelopments
16. Pursue installation of Waterless fixtures in City's public facilities & promote same in private developments in our site plan review processes
17. Consider the facilitation of Increased Mixed-Use in our developments/redevelopments
18. Overt Recruitment of Energy, Ecology, & Leading Technology-based businesses/industries in our Economic Development work
19. Do/complete the MML's online "Green Challenge"

**Transit:**

20. Install Bicycle Racks at key points in the community
21. Review / update Ordinances re: possibly amend/modify/rescind current prohibition of bicycles on sidewalks
22. Develop definitive plan for Sidewalk repairs
23. Develop definitive inventory of Sidewalk "gaps" that need to be filled in
24. Renew attention / focus on Grand River avenue traffic congestion
25. "Restart" the I-96 + Grand River Interchange improvements' project efforts through and with the RCG ---to get cooperative funding on next phases of Engineering work needed to get it to be a fundable "shovel-ready" project
26. Need recommendations from City Attorney and Police Chief regarding Dog-related regulations at Civic Events
27. Examine costs & funding for possible Police use of Segways in downtown as alternatives to bicycles.

**Physical Design + Walkability:**

28. Complete the Village Cemetery related Legal Research Request from the Historical Society re: headstones' maintenance/movement, the property ownership lines regarding the location of the proposed walkway to and from the new gateway
29. City Cemeteries: publish notices of Decorations' related timelines
30. Maintain Public Hearing for inputs' process to occur well in advance of Memorial Day each year
31. Review signage of Rules & Regulations at the Cemeteries to make sure they're clear for the public/patrons
32. Reenders' Public Housing Alternative: more research & analysis needed; see also the related goal in the Cultural Economic Development goal category
33. Pursue implementation of the Main Street Program's recommendation to develop common & implemented Design Standards for the community
34. Pursue filling in the Sidewalk Gaps
35. Keep the Northwest Neighborhoods' Residential Curb & Gutter CIP on the high-priority list
36. Bring Review of the City Staff Blight removal Task Force to the City Council to update the Council on the Task Force's pending work



**City Council Goals, continued:**

37. Waterfowl Waste: get Matt Schindewolf's Retreat Issue paper of last week to the City Council for review with respect to next possible remediation options to consider, and pursue Education Program in local School classes, consider possible simple split-rail or single-wire fence or similar low-impact screening on the Mill Pond's water's edge near the Imagination Station, City Hall, & Gazebo locations.
38. Conduct a World Café forum in the early part of 2010 to gather / solicit public input on the basic question of "What do We want the Town to be and look like?" To then serve as a guide for related work on all Physical Design+Walkability goals going forward
39. Pursue work on developing Zoning Ordinance Amendments for Building Heights consistent with MML 21<sup>st</sup> Century Community Design Concepts
40. Pursue work on Zoning Ordinance Amendments affecting Density of new and/or redevelopments consistent with MML 21<sup>st</sup> Century Community Design Concepts
41. Pursue work on Ordinance Amendments affecting Downtown-related Off-Street Parking regulations/requirements consistent with MML 21<sup>st</sup> Century Community Design Concepts
42. Pursue implementation/work on implementing the recommendations of the recently completed DDA-funded Downtown Parking Study

**Entrepreneurship:**

43. Pursue possible MML 21c3 staff's review/auditing of Existing City practices and processes affecting business development/growth, & redevelopment in the community with City staff to identify areas of improvement in the City's ability to facilitate entrepreneurship
44. Also consider use of related Resources from area colleges/universities for similar reviews with City staff
45. Conduct a Business Roundtable with Staff to get Inputs on what has worked in the past vs. what did Not work relative to City processes and regulations; that targets both recently-established businesses in our community and longer-term businesses
46. Create an identifiable package of new incentives to attract new business and to promote/encourage expansion/growth of existing businesses
47. Conduct more proactive marketing of the City outside of the Brighton region in other urban centers in Michigan

**Education:**

48. Retention of Lindbom School in the community is a high priority, and acknowledgment that Lindbom school is a core part of the City of Brighton's identity
49. High priority for the Mayor to send a formal letter to the School Board requesting retention of Lindbom School relative to the School District's consideration of closing 1 of its existing elementary schools due to the District's budget/finance crisis. Said letter should also thank the District for its recent decision to provide funding to re-start the high School Police Liaison Officer program
50. Mayor was also asked to in turn ask the School District Superintendent to read the Mayor's letter out loud at the District's future public input meeting regarding possible school closures.
51. Pursue active Outreach to Area Community Colleges and Universities for Economic development and enhanced education purposes/opportunities in our community



**City Council Goals, continued:**

**Messaging & Technology:**

52. Start a City Facebook page
53. Start a City Blog website
  - a. Use the above two new internet related City communications media outlets in place of traditional public information media / mechanisms (but also such that state statutory public notification requirements are also still followed) to reach all segments of our customers/public and to proactively communicate what we want to communicate and what we want people to know
  - b. Start utilizing Twitter and Facebook & related social networking communications' systems & technologies regularly / daily
54. Resume "Project Funding provided By " signs on all City and/or DDA related construction projects in the City so that the public will clearly know how a given project is being funded
55. Increase the use of the City's Cable TV channel for public information purposes
56. Pursue implementation of Live Council Meeting broadcast/telecast streaming on the City's website

**Cultural Economic:**

57. Investigate / Analyze the "Reenders" public housing/city ownership alternative as recently proposed by the Reenders' Development group further; bring more analysis and details to the City Council for further review. This needs to include Marketing Analysis details with respect to the ability of the project to generate the necessary rental income to enable the City to meet bond related debt service payments if the City is to pursue this as a public housing project with City ownership
58. Create a package of New Incentives and Related Process improvements for qualifying commercial projects
59. Increase the City's activity with respect to proactive Industrial Economic Development/business attraction and with an eye towards the Green Initiatives' related goal category's objectives for such new businesses

**Diversity & Multi-Culturalism:**

60. Pursuit of the Reenders related public housing alternative research/analysis goals
61. Continue promotion and encouragement of downtown-based Civic Events
62. Outreach to area colleges & universities
63. Evaluate the effectiveness / impact of the CoBACH which opens to the public on Nov 18<sup>th</sup> i.e. to answer the question 6 or 12 months from now of "Did this public investment and experiment work / produce for us? "

**Additional Goals / Direction given to the City Manager related to all Council-established goals:**

64. Resume regular Goals' Progress Reports to Council in a checklist / quick at a glance format
65. Pursue implementation of Online Work Activity checklist-type Update reports for City Council to access which reflect all of staff & consultants' ongoing work that involves both the City-Council established goals as well as highlights of other ongoing work activity that is significant with respect to use of staff & other resources



**City Council Goals, continued:**

**Brighton as a Place to Live – Population and Housing Trends:**

*Goals:*

66. Preserve and enhance residential neighborhoods.
67. Continue to provide a diversity of housing types, sizes, and values, while encouraging the expansion of housing available in the owner-occupied category.
68. Insure that a combination of new and existing single family housing stock is available to allow for owner occupied homes for families with children.
69. Encourage the maintenance and renovation of the existing housing stock, while preserving and improving pedestrian-oriented neighborhoods.
70. Consider establishing a community based housing rehabilitation loan board to assist with low cost home improvements.

**Brighton as a Business and Service Center:**

*Goals:*

71. Actively support the efforts of existing businesses to remain competitive, recognizing the value of small businesses entrepreneurs with a potential for growth and expansion in Brighton.
72. Encourage the development of new businesses and the redevelopment of existing sites, which will enhance the tax base and meet service needs of present residents without requiring extensive city services.
73. Use expanded tax revenues to improve municipal infrastructure and delivery of services.
74. Keep Downtown viable and healthy.

**Land Use Patterns and Zoning Regulations**

*Goals:*

75. Assure that all new development proposals contribute to quality of life in Brighton and help expand the financial resources of the community.
76. Assure that the undeveloped portions of the City develop in a managed fashion that balances the interests of neighboring property owners, the environment, and the costs and benefits to the public at large.
77. Redevelop underutilized and unsightly sites and areas of the City
78. Insure that Downtown remains economically sound and vibrant.
79. Revise the Zoning Ordinance to assure that existing residential neighborhoods and the Downtown are protected from adverse effects of new development and redevelopment.

**Build Out and Sustainability:**

*Goals:*

80. To smoothly transition from a high growth City to one that is built out.
81. To be able to provide a high quality of municipal services after build out has been achieved.



**City Council Goals, continued:**

**Open Space, the Natural Environment, Stormwater Management and Wellhead/Groundwater Protection:**

*Goals:*

82. Recognize that Brighton's natural resources, including lakes, creeks, ponds, wetlands, groundwater, and trees, contribute substantially to the quality of life.
83. Protect the natural drainage system by implementing the stormwater utility concepts in the City's Master Utility Plan.
84. Protect, enhance, and expand mature stands of trees through forestry management and tree planting programs initiated by the City.
85. Manage the environmental qualities of the city in harmony with the need for growth.
86. Protect the valuable ground water resources of the City through a Wellhead Protection program

**Transportation Routes, Traffic Control, and Pedestrian Linkages**

*Goals:*

87. Create and maintain a safe and efficient street network through and around the City of Brighton.
88. Insure that all City streets have curb and gutter.
89. Provide improved pedestrian crossings at key intersections in the City.
90. Insure that the construction/reconstruction of sidewalks and streetlights (where appropriate) are part of City street construction projects.
91. Improve and extend the pedestrian network of pathways and sidewalks useful for walking and biking, especially linking residential areas with the Downtown.
92. Expand the 'Tridge' and create other high use pedestrian ways.
93. Continue to have the Traffic Safety Advisory Board advise Council on traffic safety and traffic management matters.
94. Partner with neighboring jurisdictions and the Livingston County Road Commission to work toward regional traffic management solutions.

**Capital Improvements and Financing Options:**

*Goals:*

95. Provide for capital improvements that are needed to sustain the quality of life in the City of Brighton.
96. Explore methods of generating additional revenue to fund operational and capital projects.
97. Explore alternative project funding options including grant funds.



**BUDGET CALENDAR**

**Operating Budget**

January 4, 2010	Budget Requests submitted to Finance Director
January 7, 2010	CIP submitted to City Manager
January 4- February 16, 2010	Review, analysis, and calculations of submittals by Finance Director
February 16, 2010	Budget Requests submitted to City Manager
February 16- March 12, 2010	City Manager review and analysis
March 12, 2010	City Manager finalizes budget recommendations
March 15-16, 2010	Staff produces Budget for submission to City Council
March 18, 2010	City Manager's recommended budget presented to City Council
March 23, 25, 30, April 1 & 5, 2010	Council Budget Work Session & Early Blue Sky
April 15, 2010	Council directs staff to publish the Budget Hearing notice
May 6, 2010	Public Hearing on Budget
May 6, 2010	Council Adopts Annual Budget
May 20, 2010	Council Adopts Millage
June 17, 2010	Council Adopts Fee Schedule



## **Budgetary Process**

The City's annual budget process for the subsequent year begins soon after the audited annual financial report for the prior year is presented to the City Council. After the audit presentation, the City Council holds an annual fall goal setting retreat, which results in the establishment of the City's goals and objectives for the following year. Soon after the Council's annual goal setting retreat, staff prepares a six-year Capital Improvement Program (CIP), which is reviewed by the Planning Commission and adopted by the City Council in February. The first year of the adopted six-year CIP is then considered for inclusion in the next year's requested budget document. In January of each year, staff begins developing the operating budget for the next year. In March of each year, the City Manager presents to the City Council the manager's recommended budget for the next year. In April and May of each year, the City Council reviews the manager's recommended budget, makes changes at their discretion, holds a public hearing and ultimately adopts the City budget for the fiscal year, which begins the next July 1.

## **Budgetary Information**

Annual budgets are adopted on a basis consistent with accounting principles generally accepted in the United States of America for the General Fund and all Special Revenue Funds except for operating transfers to the component units, which were budgeted as operating transfers rather than external transactions. The City's budget is prepared in compliance with the uniform budgeting provisions of Michigan law. The basis of budgeting is the same basis as used in the City's audited financial statements.

An Enterprise Fund is established when the intention is that costs of providing goods or services is financed or recovered primarily through user charges and fees. The City of Brighton's Enterprise Fund is its Utilities Fund, which is budgeted to account for the operations of the City's Water and Sewer systems. The economic resources measurement focus and the accrual basis of accounting are used for the Utilities Fund, where revenue is recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of the related cash flows.

Expenditures are authorized via an annual budget passed by resolution in which the Council authorizes the level of funding for City operations. The Council adopts an activity level budget, which is considered the maximum authorization to incur liabilities and not a mandate to spend. No obligation shall be incurred against, and no payment shall be made from, any appropriation account that lacks a sufficient balance available to meet the obligation.

Encumbrance accounting is employed in governmental funds. Encumbrances (e.g., purchase orders, contracts) outstanding at year-end are reported as designates of fund balances and do not constitute expenditures or liabilities because the goods or services have not been received as of year-end; the commitments will be re-appropriated and honored during the subsequent year.

In view of the importance of the budget as a planning and control instrument in the City, the accounting system provides the basis for appropriate budgetary control. Unlike accounting, budgeting is not essentially a financial procedure; it is primarily a policy-planning process. Therefore, it is much less amendable to standardization; however, the importance of GAAP, audit standards, the credit markets' need for more complete disclosure of the City's underlying condition, and the heightened sophistication of the public and press about the importance of the outcomes as well as projections, have combined to professionalize and conform budgeting terms and definitions to GAAP. As a result, common terminology, measurement, and classification are used consistently throughout the City's budget, accounting records and financial reports.



## **Balanced Budget**

A balanced budget is necessary for proper financial management in the City of Brighton. The City annually adopts a Balanced Budget in which estimated revenue and available unreserved fund balance are equal to or greater than estimated expenditures. After the budget is adopted, if increases in expenditures and/or decreases in revenue result in an imbalanced budget, then a budget amendment is required to bring the budget back in balance.

## **FINANCIAL POLICIES**

The City's financial policies serve the administration in the preparation of the budget and management of the City's Financial Affairs. Most of the policies represent long-standing principles; traditions and practices that have guided the City in the past and have helped maintain financial stability.

The City of Brighton's financial policies, as compiled below, set forth the basic framework for the overall fiscal management of the City. Operating independently of changing economic circumstances and conditions, these policies help the decision making process of the City Council and administration. These policies provide guidelines for evaluating both current activities and proposals for future programs.

## **Fund Balance Policies**

The excess of a Governmental Fund's assets over liabilities is referred to as Fund Balance. The excess in the Utilities Fund is referred to as Working Capital. Below is the City of Brighton's adopted Fund Balance Policies:

1. Minimum Unreserved General Fund – Fund Balance to be no less than 15% of General Fund Operating Expenditures.
2. Maximum Unreserved General Fund – Fund Balance to be no greater than 25% of General Fund Operating Expenditures.
3. In the event that the Unreserved General Fund - Fund Balance falls below the Minimum guideline parameter the following actions will be taken in priority order;
  - a. Reduce General Fund supported pay-as-you-go CIP projects by funding them with debt financing, if permissible within the guidelines of the City's Debt Management Policy,
  - b. Defer General Fund supported pay-as-you-go CIP projects to out-years in the CIP,
  - c. Cut General Fund operating expenditures.
4. In the event that the Unreserved General Fund - Fund Balance exceeds the Maximum guideline parameter the following actions will be taken in priority order;
  - a. Reduce Debt Financed CIP projects by funding them with General Fund appropriations
  - b. Move up out-year CIP projects by funding them with General Fund appropriations.
5. The City continues to accumulate Utilities Fund working capital in the event of expenses caused by unforeseen emergencies or for shortfalls caused by revenue declines. Working Capital should remain at least 25% of the total Utilities Fund operating expenses.



### **Investment Policy**

It is the policy of the City of Brighton to invest its public funds in a manner, which will provide the highest investment return within the guidelines of maximum security and optimal liquidity while conforming to all State of Michigan statutes governing the investment of public funds.

Surplus monies of the City on deposit with financial institutions, as determined by the City, shall be invested with maturities scheduled to coincide with projected cash flow needs, taking into consideration large routine expenditures (payroll, accounts payable, bond payments) and sizable blocks of anticipated revenue (property taxes, state shared revenue).

The primary objectives, in priority order, of the City's investment activities shall be:

1. Safety/Diversification
2. Liquidity
3. Return on Investment

### **Revenue Policies**

The City will strive to maintain diversified, stable sources of revenue to protect essential service delivery from short-term fluctuations in any one source.

The City will maintain sound appraisal procedures and practices to reflect current property values.

The City will strive to minimize the impact of property tax financing for City services by seeking alternative financing such as grants, user fees, and upgrading/enhancing the property tax base.

The City will project by an objective and thorough analytical process its annual revenue based on historical data; county, state and national economies; and new statutes.

The City will finance essential City services that have a Citywide benefit from revenue sources generated from a broad base, such as property taxes.

The City will strive to finance non-utility and non-DDA capital projects on a pay-as-you-go basis from available State Shared Revenue.

The City will review user fee structures to charge the cost of service to the benefiting property owners and customers serviced, while being sensitive to their economic needs. The City will review the revenue and expenditures/expenses during the year and adjust user fees if necessary to cover the expenditures/expenses.

The City will promote special assessment financing for all commercial and industrial infrastructure Projects.

The City will strive to make all current expenditures with current revenue, avoiding procedures that balance current budgets by postponing needed expenditures, accruing future revenue, or rolling over short-term debt.

The City will follow an aggressive collection policy for all City revenue.



### **Expenditure/Expense Policies**

The City will review actual expenditures/expenses to budget on a monthly basis and amend the budget from time-to-time to bring activity budgets in balance with actual/year-end projected expenditures/expenses.

The City will strive to reduce major cost factors through operational efficiencies and competitive bidding.

The City will maintain a budgetary control monitoring system to ensure adherence to the budget.

### **Capital Improvement Program (CIP)**

The Capital Improvement Program project has a cost of at least \$5,000, a useful life of at least 3 or more years, and is generally an expense that does not reoccur annually unless it is an end-of-life cycle replacement for an existing item of like nature.

The City continues to prepare a six-year Capital Improvement Plan (CIP), which is reviewed by the City Planning Commission and Adopted by the City Council. Refer to Capital Projects Fund section for detailed information on current year projects.

The City will maintain its physical assets at a level adequate to protect the City's capital investment and to reduce future maintenance and replacement costs. The budget will provide for the adequate maintenance and the orderly replacement of the capital plant and equipment from current revenues where possible.

1. The Annual General Fund Appropriation to the City's Capital Improvement Program (CIP) should be in a general target range of 5-10% of Total General Fund Expenditures,
2. The Annual General Fund Appropriation to the City's Capital Improvement Program (CIP) shall in no event exceed the total annual budget for General Fund Revenue Sharing, and
3. The Annual General Fund Appropriation to the City's Capital Improvement Program (CIP) shall not exceed 25% of the annual funding for all non-utility/non-DDA CIP projects.

### **Budget Amendment Policy**

After the Budget is adopted, the primary responsibility for managing the appropriated funds falls to each respective Department Director, along with the City Manager. The Finance Department provides each Department a monthly budget to actual report of their respective activities, for their review. Management flexibility is given to each Department of exceeding a given expenditure/expense line item within a given classification, if it can be compensated for within that same expenditure/expense classification.

If a classification must be adjusted, then a Budget Transfer Request Form is completed and submitted to the Finance Department by the affected Department. The Finance Department reviews the form and if deemed appropriate, the Finance Department processes the budget transfer request.

The Finance Department analyzes all activity budgets on a quarterly basis, and if a review of year-to-date activity projects that any given activity budget will exceed the budget, then the Finance Department prepares a budget amendment for review by the City Manager and ultimate consideration by the City Council.



## **Accounting, Auditing and Financial Reporting Policies**

The accounting policies of the City of Brighton conform to accounting principles generally accepted in the United States of America (GAAP) as applicable to governmental units. The diverse nature of governmental operations and the necessity of assuring legal compliance preclude recording and summarizing all governmental financial transactions and balances in a single accounting entity. Therefore, the City's accounting system is organized and operated on a "fund basis". Each fund is a distinct, self-balancing accounting entity.

Governmental funds, including the Enterprise Fund and the Agency Fund utilize the current financial resources measurement focus and the modified accrual basis of accounting. Revenue is recognized as soon as it is measurable and available. Revenue is considered to be available if it is collected within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Property taxes are recognized as revenue in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The City Charter requires an annual audit of all accounts of the City by certified public accountants selected by the City Council. The goal of the independent audit is to provide reasonable assurance that the financial statements of the City of Brighton are free of material misstatements. The independent audit involves examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation.

## **Debt Policy**

When the City issues bonds, it enters into a long-term commitment that requires it to make timely principal and interest payments over the life of the bonds. Therefore, the City needs to ensure that future debt service payments to bondholders can be made on time, without jeopardizing essential City services. A comprehensive and routine analysis of debt capacity provides assurance that the amount of debt issued by the City is affordable and cost-effective. An analysis of debt capacity will cover, at minimum, the following five measures:

- Net Debt as a Percentage of Taxable Value;
- Net Debt per Capita;
- Net Debt per Capita as a Percentage of Income per Capita;
- Annual Debt Service Expenditures as a Percentage of Annual Total Expenditures for the Governmental Activities; and
- Annual Debt Service Expenditures as a Percentage of Annual Total Revenue for the Governmental Activities.

Governmental Activities include all Governmental Funds of the City, (i.e., the General Fund, Special Revenue Funds, Debt Funds and Capital Project Funds).

The City will measure the impact of debt service requirements of outstanding and proposed debt obligations for at least a twenty-year period. This analysis will consider debt service maturities and payment patterns as well as the City's commitment to a pay-as-you-go budgetary capital allocation.



**Debt Policy, continued**

The City will follow the general debt limitation guidelines below when analyzing the five debt capacity measures, which shall govern staff’s recommendations to Council for the issuance of all future debt obligations of the City and its component units:

- Net Debt as a Percentage of Taxable Value should not exceed on average 10%.
- Net Debt per Capita should not exceed on average \$2,500.
- Net Debt per Capita as a Percentage of Income per Capita should not exceed on average 10%.
- Annual Debt Service Expenditures as a Percentage of Annual Total Expenditures for the Governmental Activities should not exceed on average 10%.
- Annual Debt Service Expenditures as a Percentage of Annual Total Revenue for the Governmental Activities should not exceed on average 10%.

**Ratios of General Bonded Debt Outstanding**

Fiscal Year	Tax-limited General obligation bonds (LTGO)	Tax supported bonds (UTGO)	Other general obligation debt	Total general bonded debt	Taxable value	Debt as a percentage of taxable value	Population	Debt per capita
2004	2,285,000	3,000,000	427,069	5,712,069	328,690,500	1.74%	7,173	\$ 796
2005	7,090,000	2,775,000	248,239	10,113,239	354,523,600	2.85%	7,182	\$ 1,408
2006	7,548,000	2,500,000	60,798	10,108,798	385,961,655	2.62%	7,263	\$ 1,392
2007	7,319,000	2,225,000	-	9,544,000	421,149,713	2.27%	7,517	\$ 1,270
2008	8,620,950	1,925,000	-	10,545,950	438,755,605	2.40%	7,268	\$ 1,451
2009	8,328,450	1,575,000	-	9,903,450	443,618,875	2.23%	7,173	\$ 1,381

Note: Does not include outstanding debt of the City's business-type activities or component units.

The City’s legal debt limit is 10% of the State Equalized Value. The table below is the calculation for 2010. Debt not subjected to the debt limit calculation includes Special Assessment Bonds, Revenue Bonds, MTF Bonds and County issued bonds. The City is currently at approximately 30% of the legal debt limit. The adopted budget does not include any bonds to be issued for FY 2010-11.

State Equalized Value	Debt Limit (10% of SEV)	Total Debt	Debt not subject to Limit	Net Debt subject to Limit	Legal Debt Margin	Net Debt Subject to Limit as % of Debt Limit
\$495,512,350	\$49,551,235	\$27,386,894	\$13,251,984	\$14,134,910	\$35,416,325	28.5%



**Debt Policy, continued**

Below is a brief description of projects that our current outstanding debt financed:

- The governmental activities 99-00 Various Streets, 01-02 Challis & Cross SAD & G.O, 09-10 Orndorf Bonds and the Voted Streets 1 & 2 were used to finance various Street Improvement Projects.
- The 2003-04 Capital Improvement Bonds were used to finance the Fairview Cemetery Storage building and driveway.
- The 2004-05 Capital Improvement Bonds were used to finance various projects such as the DPS Garage, Columbariums for the Fairview Cemetery, Brighton Hills & Fairview Cemetery Fence, Village Cemetery lighting, various facilities & grounds improvements and the downtown business trash receptacle.
- The 2005-06 Capital Improvement Bonds were used to finance the downtown grounds, lights & furniture upgrades and the Police Facility Expansion.
- The 2007-08 Capital Improvement Bonds were used to finance several Street Improvement Projects such as Oakridge Drive and Spencer Road.
- The Business Type Activities bonds were used to finance water, sewer and stormwater infrastructure improvements.
- The Component Units DDA Bonds were used to finance projects such as North and Pierce Street Parking Lot Improvements, East Block Redevelopment Project, and Mill Pond Walkway.
- The Component Units LDFA Bonds were used to finance projects such as Orndorf Drive Improvements and improvements to Challis Rd.



**CITY OF BRIGHTON  
DEBT SERVICE REQUIREMENTS  
PRIMARY GOVERNMENT**

	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL</b>
<b>Governmental Activities:</b>			
99-00 Various Streets MDOT	30,000	6,975	36,975
01-02 Challis & Cross SAD	175,000	103,374	278,374
01-02 Challis & Cross G.O.	20,000	13,970	33,970
03-04 Capital Improvement Bond	35,000	15,190	50,190
04-05 Capital Improv. Bond #1 (90%)	67,500	68,114	135,614
04-05 Capital Improv. Bond #2	100,000	109,250	209,250
05-06 Capital Improv. Bond (76%)	19,000	22,629	41,629
07-08 Capital Improv. Bond (67%)	33,500	60,338	93,838
09-10 Orndorf SAD Bonds	15,000	9,069	24,069
Voted Street - Series 1	200,000	17,300	217,300
Voted Street - Series 2	225,000	30,563	255,563
Building Authority	100,000	35,100	135,100
<b>Total Governmental Activities</b>	<b>1,020,000</b>	<b>491,872</b>	<b>1,511,872</b>
<b>Business-type Activities:</b>			
Genoa Lake Edgewood	17,200	7,224	24,424
99-00 County DPW	50,000	46,069	96,069
03-04 DWRP MMBA	65,000	22,457	87,457
Water Well & System	75,000	23,375	98,375
04-05 Capital Improv. Bond #1 (10%)	7,500	7,568	15,068
05-06 Capital Improv. Bond (24%)	6,000	7,146	13,146
07-08 Capital Improv. Bond (33%)	16,500	29,718	46,218
MMBA Sewer Bonds	500,000	322,175	822,175
Challis Sewer SAD	35,000	3,850	38,850
2010 Sewer Bonds	17,000	37,549	54,549
<b>Total Business-type Activities</b>	<b>789,200</b>	<b>507,131</b>	<b>1,296,331</b>
<b>TOTAL PRIMARY GOVERNMENT</b>	<b>1,809,200</b>	<b>999,003</b>	<b>2,808,203</b>
<b>COMPONENT UNITS</b>			
94-95 DDA	50,000	19,188	69,188
98-99 DDA	125,000	10,625	135,625
02-03 DDA	225,000	67,713	292,713
96-97 (LDFA)	35,000	2,993	37,993
01-02 (LDFA)	20,000	23,575	43,575
<b>TOTAL COMPONENT UNITS</b>	<b>455,000</b>	<b>124,094</b>	<b>579,094</b>
<b>TOTAL CITY</b>	<b>2,264,200</b>	<b>1,123,097</b>	<b>3,387,297</b>



FY 2010-11 Adopted Budget

LISTING OF FULL TIME EQUIVALENT (F.T.E.) PERMANENT POSITIONS BY FUND  
AND ACTIVITY  
FY 2010-11

<u>FUND</u>	<u>ACTIVITY</u>	<u>POSITION TITLE</u>	<u>F.T.E.</u>	<u>ACTIVITY TOTAL</u>	<u>FUND TOTAL</u>	<u>CITY TOTAL</u>
General	City Manager	City Manager	0.78	0.78		
	City Clerk	City Clerk	0.84			
		Permanent Part-time Clerical	<u>0.25</u>	1.09		
	Human Resources	Human Resources Director	0.84			
		Permanent Part-time Clerical	<u>0.25</u>	1.09		
	Finance/Treasury/Assessing	Finance Director	0.84			
		City Treasurer	1.00			
		Assistant Finance Director	0.84			
		City Assessor	1.00			
		Staff Accountant	0.84			
		Accounts Payable/Receivable Clerk	1.00			
		Assistant Assessor	1.00			
		Property Tax Clerks	<u>1.25</u>	7.77		
	Cemetery	Assistant Public Services Director	0.33			
		Group Leader	1.00			
		Operator	<u>1.00</u>	2.33		
	Police	Police Chief	1.00			
		Lieutenant	1.00			
		Sergeant	4.00			
		Detective	1.00			
		Patrol Officer	10.00			
		Permanent Part-time Reserve Officers	0.60			
		Administrative Assistant	1.00			
		Clerk/Dispatcher	<u>1.00</u>	19.60		
	Code Enforcement	Building Inspector	1.00			
		Community Development Clerk II	0.50			
		Administrative Assistant	<u>0.50</u>	2.00		
	Public Services	Public Services Director	0.33			
		Assistant Public Services Director	0.67			
		Group Leader	2.00			
		Operator	5.00			
		Administrative Assistant	<u>0.33</u>	8.33		
	Comm. Dev./Planning	Community Development/Planning Director	0.73			
		Community Development Clerk II	0.50			
		Administrative Assistant	<u>0.50</u>	1.73		
Total General Fund						<b>44.72</b>



*FY 2010-11 Adopted Budget*

LISTING OF FULL TIME EQUIVALENT (F.T.E.) PERMANENT POSITIONS BY FUND AND ACTIVITY  
FY 2010-11

<u>FUND</u>	<u>ACTIVITY</u>	<u>POSITION TITLE</u>	<u>F.T.E.</u>	<u>ACTIVITY TOTAL</u>	<u>FUND TOTAL</u>	<u>CITY TOTAL</u>
LDFA	LDFA	Community Development/Planning Director	0.27			
		Deputy Planner	<u>1.00</u>			
Total LDFA Fund					1.27	1.27
Utilities	Sewer	Public Services Director	0.33			
		Utilities Superintendent	0.50			
		Utility Billing Clerk	0.50			
		Administrative Assistant	0.33			
		Group Leader	1.00			
		Operator	3.00			
		Chemist	1.00			
		Utilities Worker	0.50			
		City Manager	0.11			
		City Clerk	0.08			
		Human Resources Director	0.08			
		Finance Director	0.08			
		Assistant Finance Director	0.08			
		Staff Accountant	<u>0.08</u>			
				7.67		
	Water	Public Services Director	0.34			
		Utilities Superintendent	0.50			
		Utility Billing Clerk	0.50			
		Administrative Assistant	0.34			
		Group Leader	1.00			
		Operator	2.00			
		Utilities Worker	0.50			
		City Manager	0.11			
		City Clerk	0.08			
		Human Resources Director	0.08			
		Finance Director	0.08			
		Assistant Finance Director	0.08			
		Staff Accountant	<u>0.08</u>			
				5.69		
Total Utilities Fund						13.36
Total City						<u>59.35</u>



The Chart below reflects the prior five years and the current fiscal years permanent staff positions maintained by the City of Brighton. The 2010-11 adopted budget does not include any new positions. There was a reduction in the City Manager department due to the reorganization of the City Clerk/Human Resources department from the elimination of the City Clerk/Human Resource Director full-time position and the restructuring of the Management Assistant to the Human Resource Director and the Deputy City Clerk to the City Clerk. The Police Department's reduction from FY 2007-08 to FY 2008-09 is due to the elimination of the Police Liaison Officer position. This position was reinstated during FY 2009-10. The vacancy caused by this transition has not been filled. Two positions became vacant late in FY 2009-10. Both of those positions are being held open for FY 2010-11.

**Budgeted Permanent Positions**

Function/ program	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
<b>General government:</b>						
City Manager	1.00	1.00	1.50	1.50	1.50	1.00
City Clerk/Human Resources	2.35	2.63	3.13	3.13	2.50	2.50
Finance	8.00	9.00	9.25	9.25	9.25	9.25
Sub-total general government	11.35	12.63	13.88	13.88	13.25	12.75
Community development:	5.00	5.00	5.00	5.00	5.00	5.00
Public safety (police):	18.60	18.60	20.6	19.6	19.6	19.6
<b>Public services:</b>						
Cemetery	2.00	2.00	2.00	2.00	2.00	2.00
Facilities & Grounds	3.00	3.00	3.00	3.00	3.00	3.00
Streets	8.00	8.00	8.00	8.00	8.00	8.00
Utilities	9.00	9.00	9.00	9.00	9.00	9.00
Sub-total public services	22.00	22.00	22.00	22.00	22.00	22.00
Total	56.95	58.23	61.48	60.48	59.85	59.35



**Teamsters DPS Contract Wages FY 2010-11**

	Base Wage	Estimated Overtime	Total
Group Leader (5)	\$ 50,897	\$ 17,305	\$ 68,202
Plant Operator II (9)	\$ 48,339	\$ 16,435	\$ 64,774
Chemist	\$ 48,339	\$ 1,450	\$ 49,789
Plant Operator I	\$ 48,339	\$ 16,435	\$ 64,774
Lab Technician II (2)	\$ 46,405	\$ 15,778	\$ 62,183
Utility I (12 months)	\$ 43,826	\$ 14,901	\$ 58,727
Utility I (6 months)	\$ 35,838	\$ 12,185	\$ 48,023
Starting Rate	\$ 27,747	\$ 9,434	\$ 37,181

Contract expires 06/30/2011

**Teamsters Clerical Contract Wages FY 2008-09**

	Start	Off Prob.	1 Year	2 Year	3 Year	4 Year	5 Year
<b>Clerical I</b>	\$26,790	\$27,456	\$28,122	\$28,808	\$29,536	\$30,264	
<b>Estimated Overtime</b>	193	198	202	207	213	218	
<b>Total</b>	\$26,983	\$27,654	\$28,324	\$29,015	\$29,749	\$30,482	
<b>Clerical II (4)</b>	\$30,930	\$31,699	\$32,490	\$33,405	\$34,070	\$34,778	\$35,464
<b>Estimated Overtime</b>	223	228	234	241	245	250	255
<b>Total</b>	\$ 31,152	\$ 31,927	\$ 32,724	\$ 33,645	\$ 34,316	\$ 35,028	\$ 35,719
<b>Clerical III (5)</b>	\$34,486	\$35,381	\$36,234	\$37,149	\$37,877	\$38,522	
<b>Estimated Overtime</b>	248	255	261	267	273	277	
<b>Total</b>	\$34,735	\$35,636	\$36,494	\$37,416	\$38,150	\$38,799	

Contract expired 6/30/2009



**Patrol Officer Contract Wages FY 2010-11**

	<b>Start</b>	<b>6 mos.</b>	<b>12 mos.</b>	<b>24 mos.</b>	<b>36 mos.</b>	<b>60 mos.</b>	<b>120 mos.</b>
<b>Officers (11)</b>	\$45,376	\$48,173	\$50,971	\$55,165	\$60,529	\$61,185	\$61,840
<b>Estimated Overtime</b>	9,529	10,116	10,704	11,585	12,711	12,849	12,986
<b>Total</b>	\$54,905	\$58,289	\$61,675	\$66,750	\$73,240	\$74,034	\$74,826
<b>Detective</b>	\$47,645	\$50,582	\$53,520	\$57,923	\$63,555	\$64,244	\$64,932
<b>Estimated Overtime</b>	10,005	10,622	11,239	12,164	13,347	13,491	13,636
<b>Total</b>	\$57,650	\$61,204	\$64,759	\$70,087	\$76,902	\$77,735	\$78,568

The base salary of those individuals employed in the “detective” classification shall be five percent (5%) higher than the wages otherwise payable under the Patrol Officer schedule set forth above.

Contract expires 6/30/2010

**Command Officer Contract Wages FY 2010-11**

	<b>Start</b>	<b>6 Month</b>
<b>Sergeant (4)</b>	\$65,330.87	\$66,033.36
<b>Estimated Overtime</b>	\$13,719.00	\$13,867.00
<b>Total</b>	\$79,049.87	\$79,900.36
<b>Lieutenant</b>	\$68,000.31	\$68,702.79
<b>Estimated Overtime</b>	\$14,280.00	\$14,432.00
<b>Total</b>	\$82,280.31	\$83,155.39

Contract expires 6/30/2010



**NON-UNION ADMINISTRATIVE STAFF PAY GRADES**

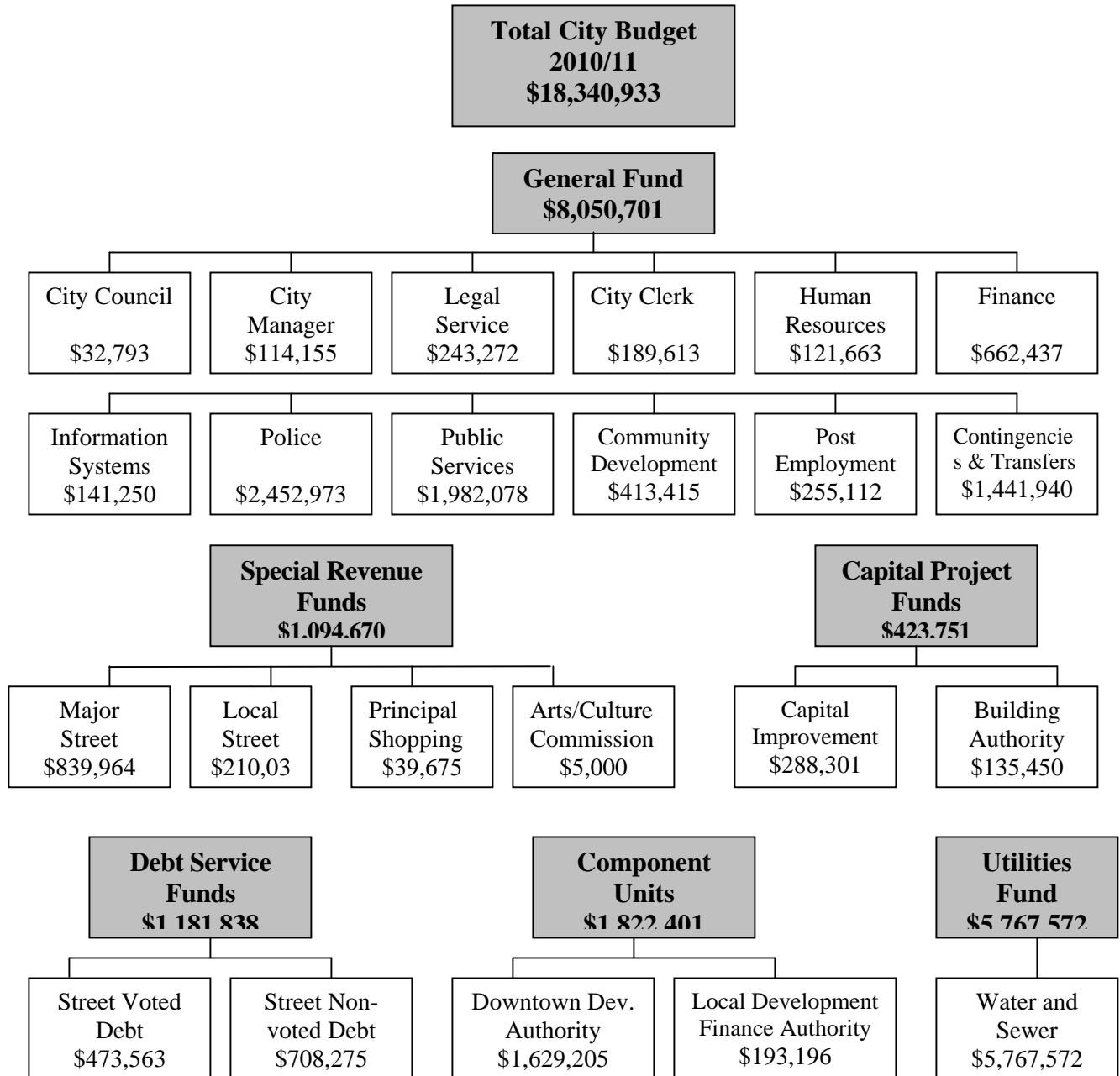
<b><u>GRADE</u></b>	<b><u>08/09 SALARY SCALE</u></b>	
1	\$ 36,341.40	\$43,609.69
2	\$ 38,158.47	\$45,790.17
3 (2)	\$ 40,066.40	\$48,079.67
4	\$ 42,070.36	\$50,483.39
5 (2)	\$ 44,172.97	\$53,007.82
6	\$ 46,382.00	\$55,658.15
7	\$ 48,701.37	\$58,440.86
8 (2)	\$ 51,136.25	\$61,363.76
9	\$ 53,693.11	\$64,432.00
10	\$ 56,377.20	\$67,653.40
11	\$ 59,196.25	\$71,035.76
12	\$ 62,156.79	\$74,586.82
13	\$ 65,263.97	\$78,317.01
14 (2)	\$ 68,526.90	\$82,232.80
15 (2)	\$ 71,953.38	\$86,344.57

\*As of the publication date, the FY 2009-10 Salary Scale has not been established.



**Financial Organization Chart**

The budget is organized by funds, and funds are organized by departments or functions. A description of each fund is included in this document. Both the purpose and the financial operations of each fund are presented in detail in the budget document. All funds included in the Audited Financial Statements are presented forthwith.





## **Fund Descriptions**

### **General Fund**

**General Fund** – This is the chief operating fund of the City of Brighton. It accounts for all financial resources of the general government, except for those required to be accounted for in another fund.

### **Special Revenue Funds**

**Major and Local Streets Funds** – Major and Local Street Funds are used to account for the proceeds of earmarked revenue or financing activities requiring separate accounting because of legal or regulatory provisions.

**Principal Shopping District Fund (PSD)** – This fund is a Special Revenue Fund used to account for funds generated to promote economic activity in the district.

**Arts & Culture Commission** – This fund was created in FY 2007-08 to separately account for activity that encourages, facilitates and promotes Arts and Culture in the City of Brighton.

### **Debt Service Funds**

**Street Voted Debt and Street Non-voted Debt Funds** – These two funds are used to account for the annual payment of principal, interest, and paying agent fees in connection with long-term debt specifically associated with the City's Major and Local Streets.

### **Capital Projects Funds**

**Capital Improvement Fund** – The Capital Improvement Fund is a Capital Projects Fund used to account for the development of non-street related governmental activity capital improvements and related debt to the City.

**Building Authority Fund** – This Fund is used to account for the development of governmental activity capital facility/building improvements and related debt of the City. This fund was created in 1994 by resolution of the City Council.

### **Component Unit Funds**

**Downtown Development Authority (DDA)** - this fund was created to correct and prevent deterioration in the downtown district, encourage historical preservation, and promote economic growth within the downtown district. The DDA's governing body, which consists of 13 individuals, is selected by the City Council. In addition, the DDA's budget is subject to approval by the City Council.

**Local Development Financing Authority (LDFA)** – this fund was created to encourage local economic development to prevent conditions of unemployment and promote economic growth in the community. The LDFA's governing body, consisting of 10 individuals, is selected by the City Council. In addition, the LDFA's budget is subject to approval by the City Council.

### **Utilities Fund**

**Utilities Fund** – The Utility Fund is an Enterprise Fund, which accounts for the results of operations that provide a service to citizens that are financed primarily by a user charge for the provision of that service. The City provides water and sewer service to its residents and several adjoining townships. All the revenue and expenses are accounted for in this fund.



**FY 2010-2011 ALL FUNDS SUMMARY**

			ADOPTED	PROJECTED	ADOPTED
	ACTUAL	ACTUAL	BUDGET	YEAR-END	BUDGET
	07-08	08-09	09-10	09-10	10-11
<b>REVENUE/CAPITAL CONTRIBUTION:</b>					
Property Taxes	7,558,214	7,656,175	7,576,602	7,564,562	7,492,723
Licenses & Permits	333,509	298,175	325,656	352,375	319,308
Federal Grants	6,886	253,911	16,481,000	710,468	9,500
State Grants	35,818	126,337	14,100	773,692	18,500
State Shared Revenue	984,197	954,939	972,035	865,497	843,992
Local Unit Contribution	5,943	28,378	59,420	172,055	102,696
Service Charges	3,098,629	3,133,498	3,550,775	3,232,168	3,486,680
Fines & Forfeits	130,658	135,502	134,250	141,030	142,880
Investment Earnings	376,381	121,149	174,550	28,115	33,250
Rents & Royalties	136,779	134,967	140,557	71,771	73,850
Other Revenue	282,462	417,663	230,578	224,553	245,744
Other Financing Sources *	4,745,993	2,832,892	3,160,956	3,323,169	2,720,511
<b>TOTAL REVENUES</b>	<b>17,695,469</b>	<b>16,093,586</b>	<b>32,820,479</b>	<b>17,459,455</b>	<b>15,489,634</b>
<b>EXPENDITURES:</b>					
General	8,912,871	8,486,868	8,388,020	8,410,346	8,050,701
Major Street	1,813,313	1,982,378	15,819,460	2,003,081	839,964
Local Street	191,429	206,716	213,005	240,210	210,031
PSD	92,793	96,274	81,529	51,404	39,675
Arts & Culture Commission	-	2,530	5,000	5,220	5,000
Debt Funds	1,074,408	1,157,753	1,159,190	1,166,194	1,181,838
Capital Improvement	464,837	282,878	570,406	590,521	288,301
Building Authority	97,975	119,563	115,400	115,400	135,450
DDA **	977,267	976,903	1,158,799	1,771,766	1,629,205
LDFA	110,187	230,117	169,712	166,634	193,196
Utilities **	5,573,970	5,631,327	8,153,700	5,626,087	5,767,572
<b>TOTAL EXPENDITURES</b>	<b>19,309,050</b>	<b>19,173,307</b>	<b>35,834,221</b>	<b>20,146,863</b>	<b>18,340,933</b>

\*Does not include the use of Fund Balance and Working Capital

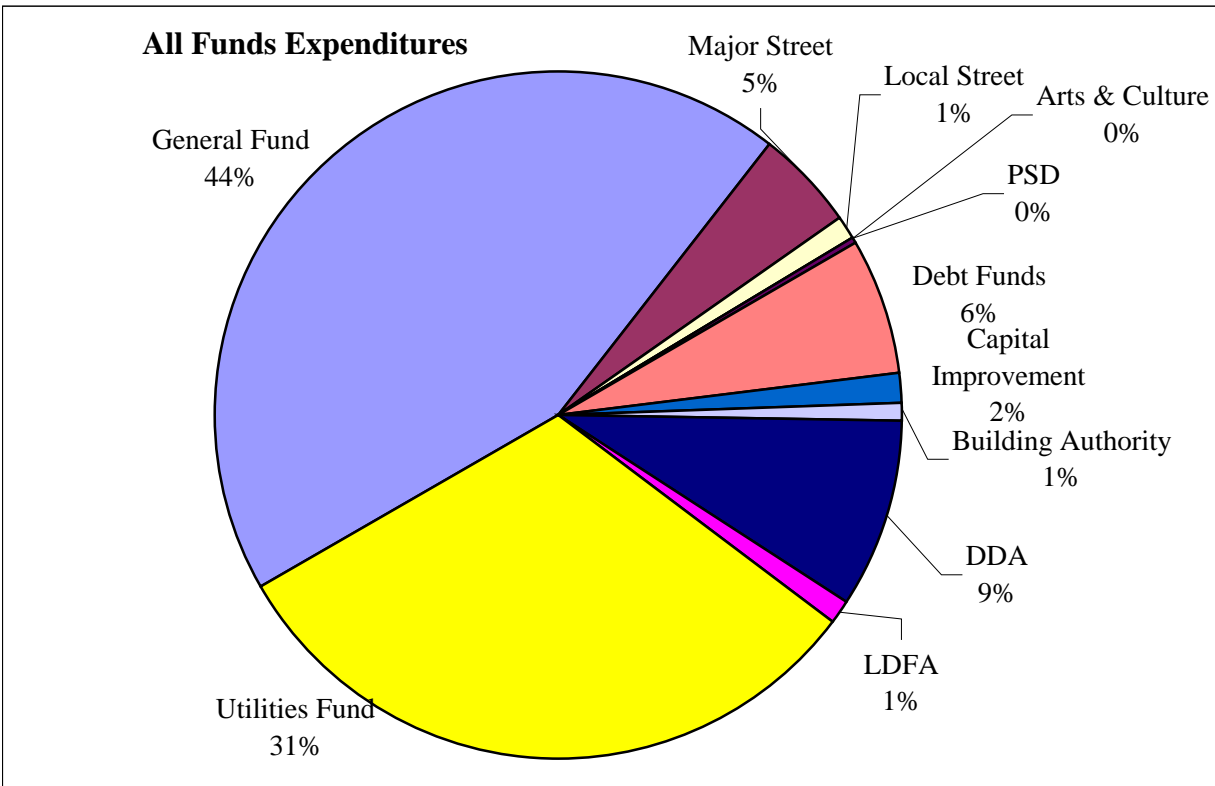
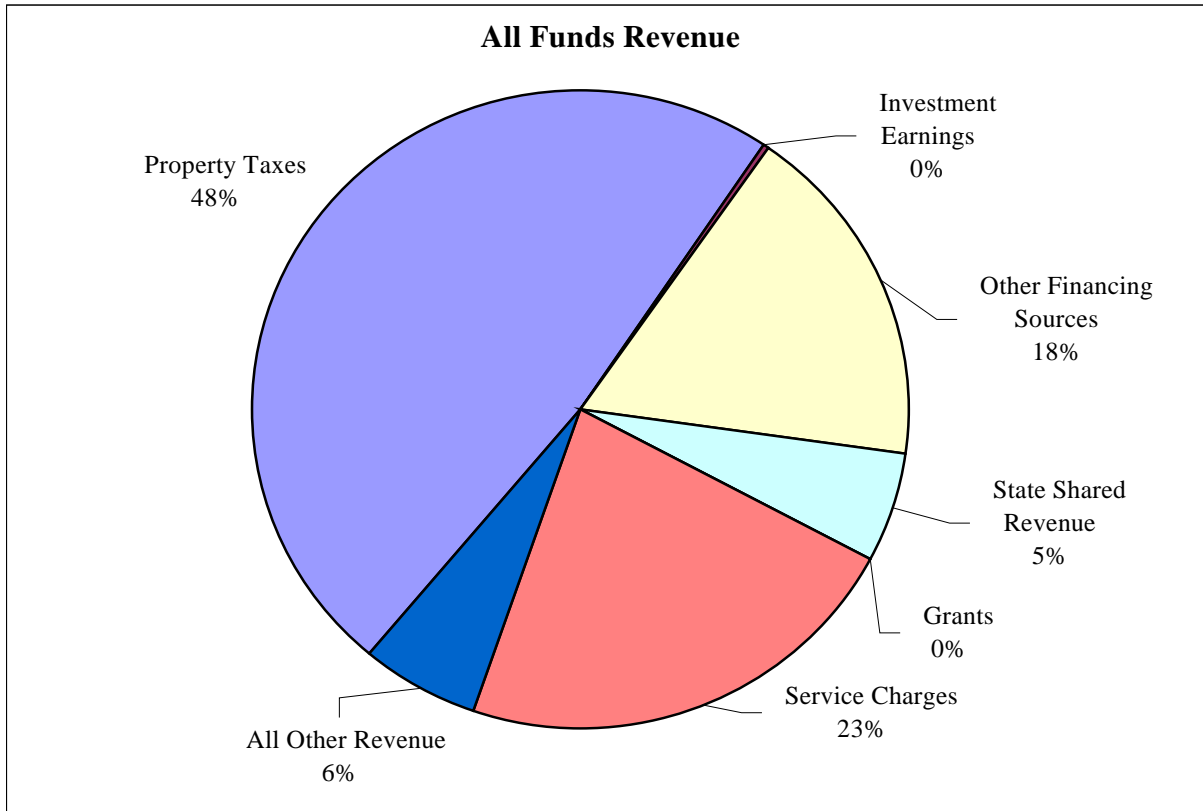
\*\* Includes Depreciation.

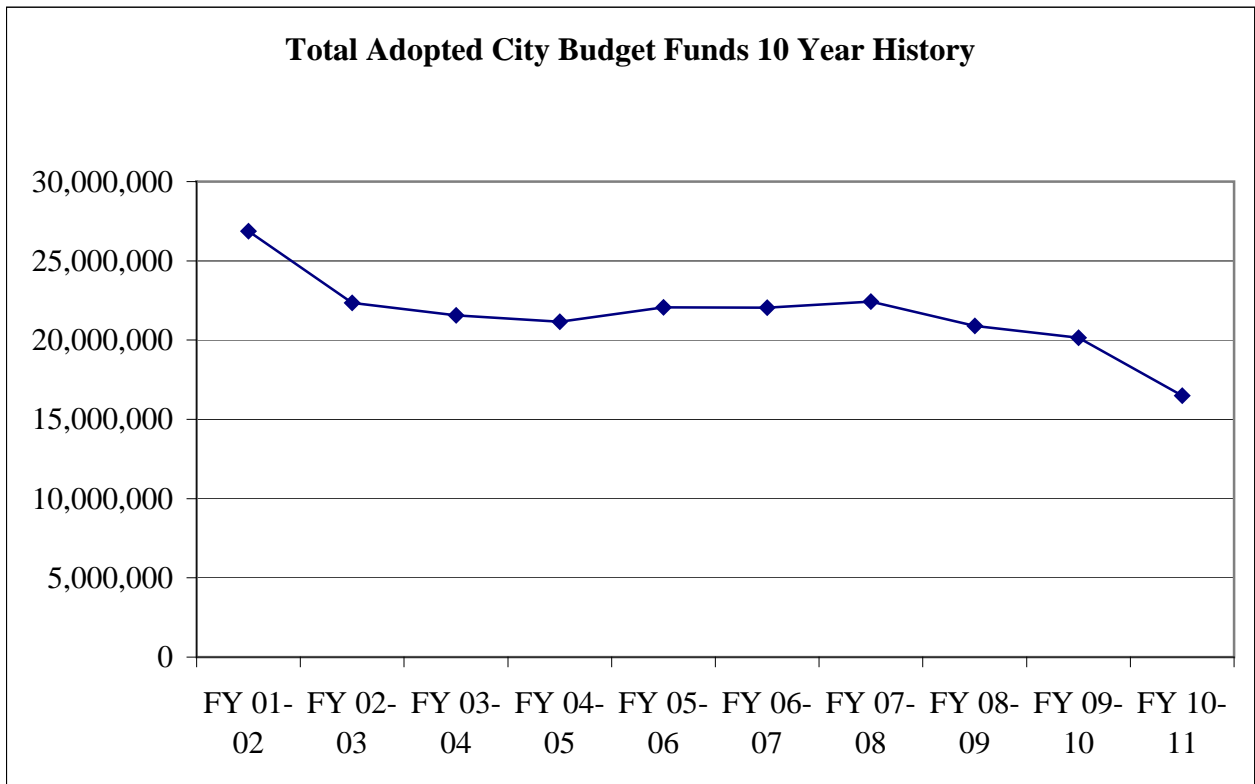
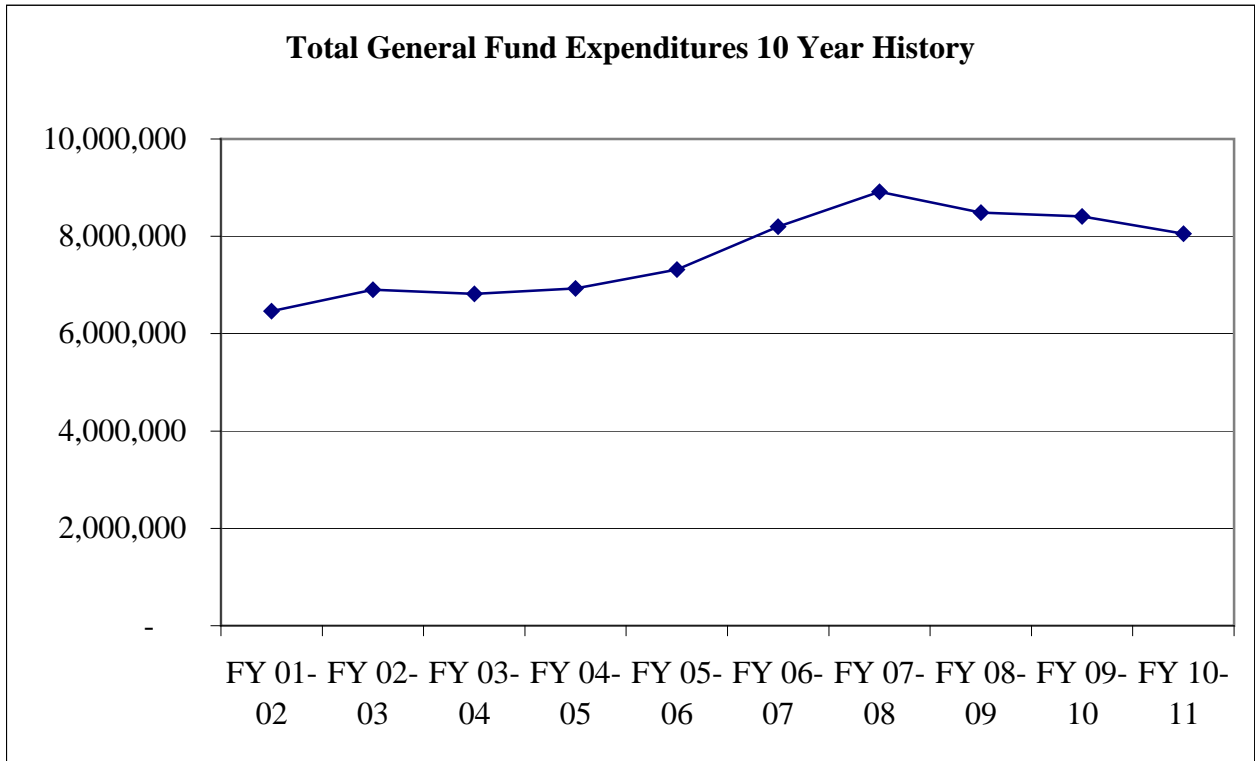


**FY 2010-11 Summary for all Appropriated Funds**

REVENUE							
Description	General	Special Revenue	Debt Service	Capital Projects	Component Units	Enterprise	Total
Property Taxes	6,366,403	-	-	-	1,126,320	-	7,492,723
Licenses & Permits	289,833	25,458	-	4,017	-	-	319,308
Grants	28,000	-	-	-	-	-	28,000
State Revenue Sharing	465,592	378,400	-	-	-	-	843,992
Local Unit Contribution	92,000	-	-	-	-	10,696	102,696
Service Charges	180,187	-	-	-	-	3,306,493	3,486,680
Fines & Forfeits	101,530	-	-	-	-	41,350	142,880
Investment earnings	25,100	1,050	-	-	3,100	4,000	33,250
Rents & Royalties	73,850	-	-	-	-	58,276	132,126
Other Revenue	54,000	126,918	-	-	-	6,550	187,468
Other financing sources	374,206	324,261	1,181,838	419,734	22,972	397,500	2,720,511
<b>Total</b>	<b>8,050,701</b>	<b>856,087</b>	<b>1,181,838</b>	<b>423,751</b>	<b>1,152,392</b>	<b>3,824,865</b>	<b>15,489,634</b>
APPROPRIATIONS							
General Government	6,564,886	44,675	-	-	-	-	6,609,561
Capital	-	173,303	-	60,850	-	535,000	769,153
Maintenance	-	463,883	-	-	314,876	2,208,258	2,987,017
Debt Service	-	-	1,181,838	362,901	936,791	1,298,867	3,780,397
Transfers	1,485,815	412,808	-	-	282,734	173,948	2,355,305
<b>*Total</b>	<b>8,050,701</b>	<b>1,094,669</b>	<b>1,181,838</b>	<b>423,751</b>	<b>1,534,401</b>	<b>4,216,073</b>	<b>16,501,433</b>
FUND BALANCE/WORKING CAPITAL							
Fund Balance 7/1/2009	1,040,783	702,460	-	129,432	723,773	829,630	3,426,078
Estimated 2009-2010							
Revenue	7,967,048	1,878,316	1,157,917	576,489	1,552,565	4,318,843	17,451,178
*Expenditures	8,410,346	2,299,915	1,157,917	705,921	1,651,400	4,069,490	18,294,989
Projected Fund Balance 6/30/2010	597,485	280,861	-	-	624,938	1,078,983	2,582,267
*Appropriate to 2010-2011	-	238,582	-	-	382,009	363,243	983,834
Fund Balance 6/30/2011	597,485	42,279	-	-	242,929	715,740	1,598,433

\*To properly calculate fund balance for the DDA Fund and working capital for the Enterprise Fund, expenditures/expenses are exclusive of depreciation.







### **Introduction**

This summary has been prepared as a general overview to the 2010/11 Budget for the City of Brighton. It is hoped that it will provide City residents with a quick summary of the plans of the City for the fiscal year. The City Council held five budget work sessions to review the budget. The City Council made several changes to the Manager's proposed budget listed below.

#### **General Fund**

1. Reduce the Temporary New Residential Refuse User Fee to \$1.91 per month per user;
2. Cut the I.T. Contract services by an additional \$36,000;
3. Leave the recently vacated DPS Maintenance Worker position vacant for the entire fiscal year, i.e., 9 additional months;
4. Cut and/or deferral of contractual union wage increases by negotiating wage freezes across-the-board;
5. Eliminate the Spring Clean Up; and
6. Add a small contingency for undefined cuts to balance the budget.

In addition, the Council adopted budget includes new General Fund revenue from a Building Inspection Service contract with Livingston County, reduced tax revenue from March Board of Review actions, and lower than previously estimated Health Insurance premiums as a result of recent receipt of revised Blue Cross rate increases.

#### **Utilities Fund**

1. The net savings of an upcoming employee retirement and holding the position vacant through June 30, 2011;
2. The 3rd Street pump station additional engineering being paid from working capital, rather than bond proceeds;
3. Deferral of contractual union wage increases by negotiating a wage freeze for all union personnel;
4. The reduced Health Care increase from an assumed 12% increase to an assumed 3% increase; and
5. The net affect of the above items reduces the Utility Rate increase from 8% to 6.5%.

### **Total City Funds**

The 2010/11 Budget for all City Funds total \$18.3 million. The City establishes a budget for 12 separate funds. The largest fund is the General Fund, which provides \$8,050,701 or 44% in funding towards the majority of services available to the City residents. The second largest fund is the Utilities Fund, which provides \$5,767,572 or 31% in funding for water and sewer operations. The General Fund and Utilities Fund will be discussed in greater detail later in this section.

The ***Special Revenue Funds*** provide a total of \$1,094,670 or 6% of the total City of Brighton budget. These Funds are used to account for the proceeds of earmarked revenue or financing activities requiring separate accounting because of legal or regulatory provisions. The City of Brighton has four Special Revenue Funds - Major and Local Street Funds, a Principal Shopping District Fund, and an Arts & Cultural Commission Fund; each accounted for separately.



**Total City Funds, continued**

The Major and Local Street Funds account for road maintenance and construction, sidewalks, traffic signals, street lighting improvements and stormwater maintenance and improvements. The Major and Local Street Funds receive revenue from several different sources including Grants, Gas and Weight Tax, Assessment Proceeds and Bond Financing. The major revenue source is Gas and Weight Tax Revenue. This revenue is distributed by the State from the collection of gasoline tax and vehicle registration fees. The amount of Gas & Weight Tax revenue expected for FY 2010-11 is slightly higher (less than 1%) than FY 2009-10 due to 3.0 street miles being added to the ACT 51 street system. Gas and Weight tax revenue has been steadily declining since FY 2003-04. This has had a direct negative impact on both of these funds. There were several additional funding requests for these two funds, which were denied due to lack of funding. The only planned capital Project is to fund a \$30,000 parking lot improvement to the Cedar Street Parking Lot.

The Principal Shopping District will receive a \$33,528 appropriation from the DDA Fund to continue the PSD's marketing efforts until such time as the City is accepted into the Select Main Street program. The City's Arts & Cultural Commission Fund will expend donations to encourage, facilitate and promote Arts and Culture in the City of Brighton.

The **Capital Project Funds** total \$423,751 or 3% of the Total City Budget. The majority of the expenditures in the Capital Project Funds for FY 2010/11 are Debt Service (\$362,901 or 86%). The Capital Improvement Fund is used to account for the expenditures of non-utility, non-street and non-component unit capital projects and their related debt service. The City continues its process of incorporating the Capital Improvement Program process into the budget process. The Capital Improvement fund budget is \$288,301. Revenue for the Capital Improvement fund is derived from General Fund support and Loan proceeds. The remaining \$135,450 is for the Building Authority Fund, which receives 100% General Fund support for debt service from prior projects. Fund Balance is kept low in these funds due to the General Fund support and the City's Policy to only fund those Projects that are budgeted and will be carried forward from the previous year. In order to increase the Fund Balance, it would be necessary to increase the support from the General Fund, which would reduce the Fund Balance level of the General Fund. Several notable projects for 2010/11 include:

- \$32,350 of I.T. Upgrades (1 server and 7 computers with software, which is less 7 computers from the CIP)
- \$28,500 for 1 patrol car, which is less 1 patrol car from the CIP.

The **Component Unit Funds** total \$1,822,401 or 10%, which consists of the Downtown Development Authority (DDA) and the Local Development Finance Authority (LDFA). Both of these funds receive the majority (98%) of their revenue from a portion of City and County tax dollars. The LDFA Fund pays primarily for debt service and a small portion of personnel costs for the Community Development department. The DDA Fund pays for debt service, contractual services and maintenance within the DDA district.



**Total City Funds, continued**

Several notable projects for the DDA included in the 2010/11 budget:

- \$7,500 contribution to the Chamber of Commerce for the Holiday Glow Lighting
- \$372,791 for real property taxes, utilities and monies to pay off the loan on the property located at 675 W. Grand River
- \$16,000 for the completion of the combined Cemetery Parking Lot, Streetscape and St. Paul Parking Lot Project that will be started in FY 09-10
- \$69,000 for a local grant match for a proposed Downtown Façade Improvement and Streetscape Project
- \$33,528 appropriation to the PSD Fund to continue the PSD’s marketing efforts until such time as the City is accepted into the Select Main Street program
- \$249,206 appropriation to the General Fund to fund DDA Project eligible expenditures such as Police & DPS Costs associated with Downtown Civic Events; maintenance, equipment and utilities of approved CIP projects within the DDA District, and/or Police costs attributable to DDA District activities including traffic patrol, crime investigation and property surveillance.

Finally the **Debt Service Funds** total \$1,181,838 or 6% and provide funding for the debt payments on Street related debt service. The Street (Voted) Debt Fund is supported by a Debt millage that was approved in 1996. The Street (Non-Voted) Debt fund receives it’s funding from State Gas and Weight Taxes, General Fund appropriations and Special Assessments. The Debt Service Funds have no Fund Balance since the revenue is from transfers from other funds. The revenue is always budgeted to only match the current year debt service. The schedule below reflects the Debt Millage for the Street (Voted) Debt Fund.

**CITY OF BRIGHTON  
STREET MILLAGE**

<u>Fiscal Year</u>	<u>Actual Debt Service</u>	<u>Actual/Projected Taxable Value</u>	<u>Actual/Projected Debt Millage</u>
1996-97	87,446	190,535,700	0.46
1997-98	153,875	204,863,268	0.75
1998-99	323,281	222,746,800	1.45
2000-01	361,388	262,616,800	1.38
2001-02	352,190	288,084,200	1.22
2002-03	342,225	310,306,100	1.10
2003-04	382,288	328,690,500	1.16
2004-05	369,675	354,523,600	1.04
2005-06	407,575	385,961,655	1.06
2006-07	394,044	421,293,213	0.94
2007-08	404,688	438,755,605	0.92
2008-09	438,163	443,627,405	0.9877
2009-10	469,075	437,653,455	1.0710
<b>2010-11</b>	<b>473,213</b>	<b>422,781,710</b>	<b>1.1193</b>
2011-12	476,025	439,308,748	1.0836
2012-13	307,300	453,261,704	0.6780
Total	<u>6,061,873</u>		



**General Fund**

The General Fund is the City’s primary operating Fund. It accounts for all financial resources of the general government, except those required to be accounted for in another Fund. Revenue from general property taxes, state-shared revenues and other sources fund General Fund activities. The 2010/11 General Fund budget of \$8,050,701 is a decrease of 4% from Fiscal Year 2009/10 adopted budget.

The majority of the Revenue received in the General Fund is from the levy and collection of Property Taxes. For Fiscal Year 2010-11 the General Fund is budgeted to receive and collect \$6,366,403 or 79% of its total revenue from property taxes, penalties and interest on taxes paid late and a 1% administration fee. This is a decrease of 1.1% from the prior year.

CITY OF BRIGHTON  
PROPERTY TAX SUMMARY

	Actual FY 2006-07	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Projected FY 2010-11
Taxable Real Property Valuation	383,911,610	399,784,890	408,954,925	403,466,210	385,065,860
Taxable Personal Property Valuation	37,381,603	38,970,715	34,672,480	34,187,245	37,715,850
<b>Taxable Value</b>	<b>421,293,213</b>	<b>438,755,605</b>	<b>443,627,405</b>	<b>437,653,455</b>	<b>422,781,710</b>
Operating Millage	14.8872	14.8872	14.8872	14.8872	15.2734
Street Debt Millage	0.9345	0.9218	0.9877	1.0710	1.1193
<b>Total Millage</b>	<b>15.8217</b>	<b>15.8090</b>	<b>15.8749</b>	<b>15.9582</b>	<b>16.3927</b>
Operating Tax Revenue	6,271,876	6,531,842	6,604,370	6,515,435	6,457,314
Street Debt Tax Revenue	393,699	404,445	438,163	468,727	473,213
<b>Total Tax Revenue</b>	<b>6,665,575</b>	<b>6,936,287</b>	<b>7,042,532</b>	<b>6,984,161</b>	<b>6,930,527</b>

CITY OF BRIGHTON TAX RATES  
PER \$1,000 OF ASSESSED/TAXABLE VALUATION

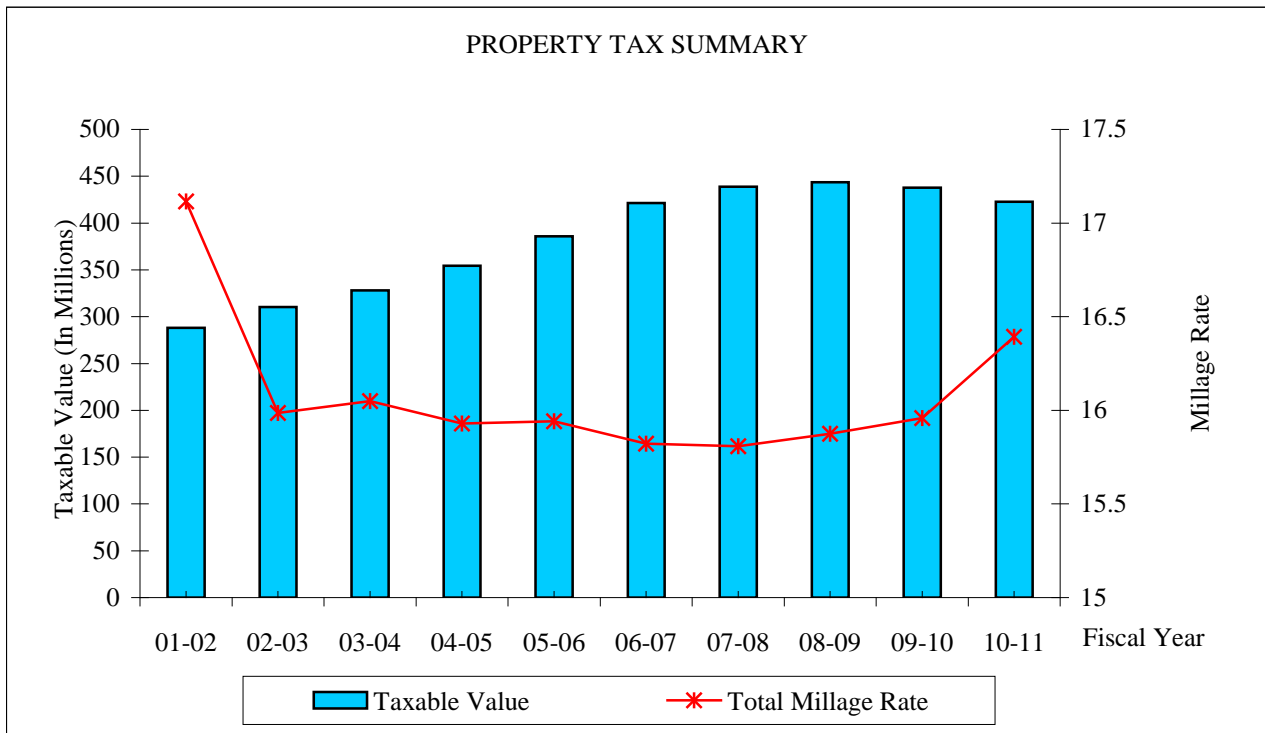
	Actual FY 2006-07	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Projected FY 2010-11
City - Operating	14.8872	14.8872	14.8872	14.8872	15.2734
- Street Debt	0.9345	0.9218	0.9877	1.0710	1.1193
Livingston County	3.8842	3.8842	3.8842	3.9488	3.9488
Brighton Area Schools - Debt	5.2000	5.2000	5.2000	5.2000	5.2000
Brighton Area Schools - Site Fund	0.9184	0.9184	0.0000	0.0000	0.0000
State Education Tax	6.0000	6.0000	6.0000	6.0000	6.0000
Livingston Educational Service Agency	2.3361	2.3361	2.3361	2.3361	2.3361
Brighton Area Fire Authority	1.2500	1.2500	1.2500	1.2500	1.2500
Brighton Area Library	0.7072	1.0392	0.8792	0.8792	0.8792
<b>Total Homestead Millage</b>	<b>36.1176</b>	<b>36.4369</b>	<b>35.4244</b>	<b>35.5723</b>	<b>36.0068</b>
Brighton Area Schools - Local	18.0000	18.0000	18.0000	18.0000	18.0000
<b>Total Non-Homestead Millage</b>	<b>54.1176</b>	<b>54.4369</b>	<b>53.4244</b>	<b>53.5723</b>	<b>54.0068</b>



**General Fund - Continued**

Property taxes are levied on each July 1 on the taxable valuation of property as of the preceding December 31. Taxes have a final collection date of February 28 of the following year, at which time any unpaid taxes are transferred to the county delinquent tax rolls. The following chart explains how the taxable value has changed each year. Historically, for the 10-year period between FY 1997-98 and FY 2006-07, taxable values in the City of Brighton increased on average by 8.2% each year. As the local economy began to weaken, the taxable value increase in FY 2007-08 slowed to 4.1%, then FY 2008-09 showed a meager taxable value increase of 1.1%. The taxable value decreased for the first time in FY 2009-10, by 1.35%. The taxable value is decreasing for the second year in a row by 3.4%.

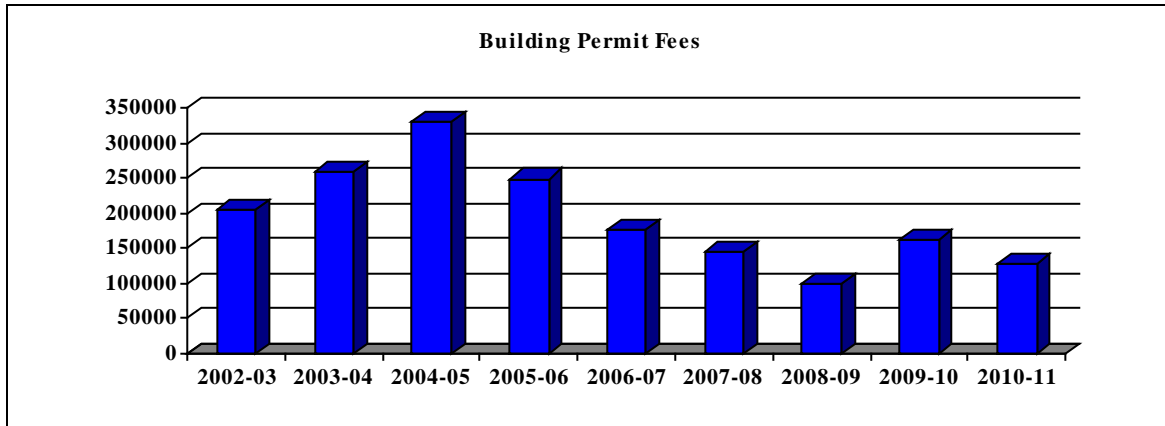
The City’s operating millage is increasing by 0.3862 mills up to the Headlee cap. This will increase the tax revenue by \$163,580. The debt millage is also increasing slightly for next fiscal year. In Fiscal Year 2002-03 the Brighton Area Fire Authority was granted a millage of one mill and consequently the City decreased the Operating Millage one mill. The operating millage remained at 14.8872 from FY 2002-03 through FY 2009-10. The variance in the Total Millage Rate for the last 10 years has been attributed to the variance in the debt millage.



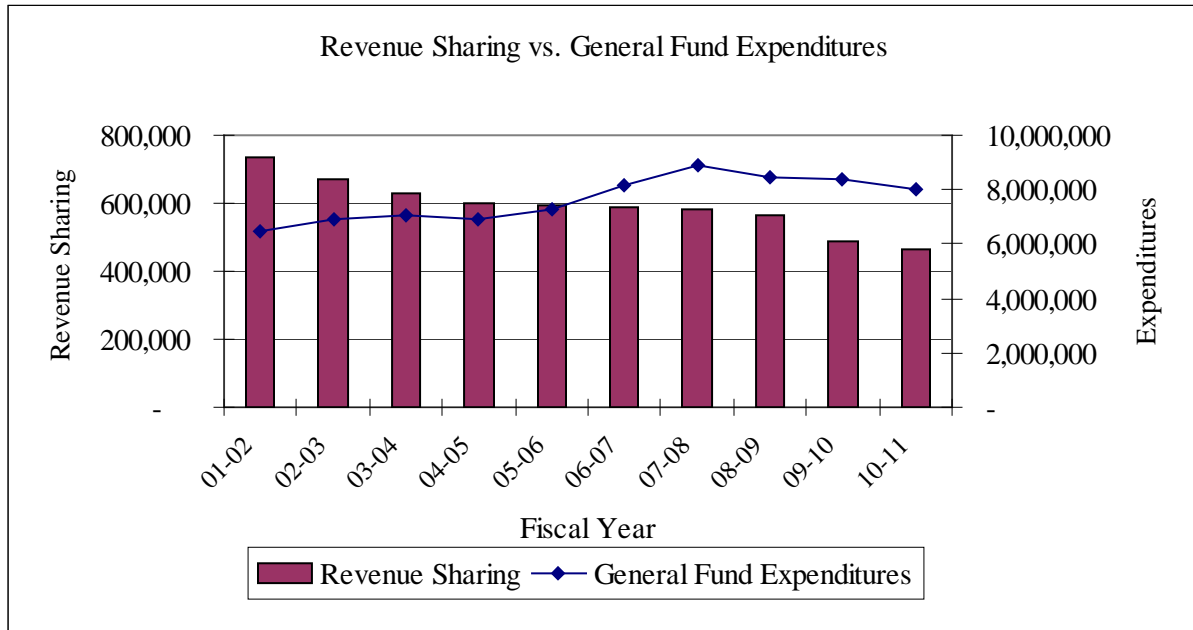


**General Fund - Continued**

Licenses and Permits is another revenue source received from Cable Franchise Fees and fees for Building, Mechanical, Plumbing and Electrical Permits. The 10-11 budget includes \$289,833 or 3.6% of the General Fund revenues for this activity. The past couple years has seen a decline in building activity with the City approaching build-out of its available land inventory, with an increase projected for FY 2009-10 due to an agreement reached with the City of Howell and Livingston County for contracted Building permit inspections.



Local units of government in Michigan share in the State Sales Tax, commonly referred to as State Revenue Sharing. The General Fund is expecting \$465,592 or 6% of the total general fund revenue to come from the State. This is a 5% decrease from FY 09/10. The Michigan Constitution allocates a portion of the state sales tax to be distributed to local units on a per capita basis, using the last decennial census to determine population. The Legislature has allocated an additional portion of the sales tax to be distributed to the local units, in lieu of the income and single business taxes no longer being collected. The chart below shows State Revenue Sharing has been decreasing since 2000, with another decrease projected for FY 2010-11.





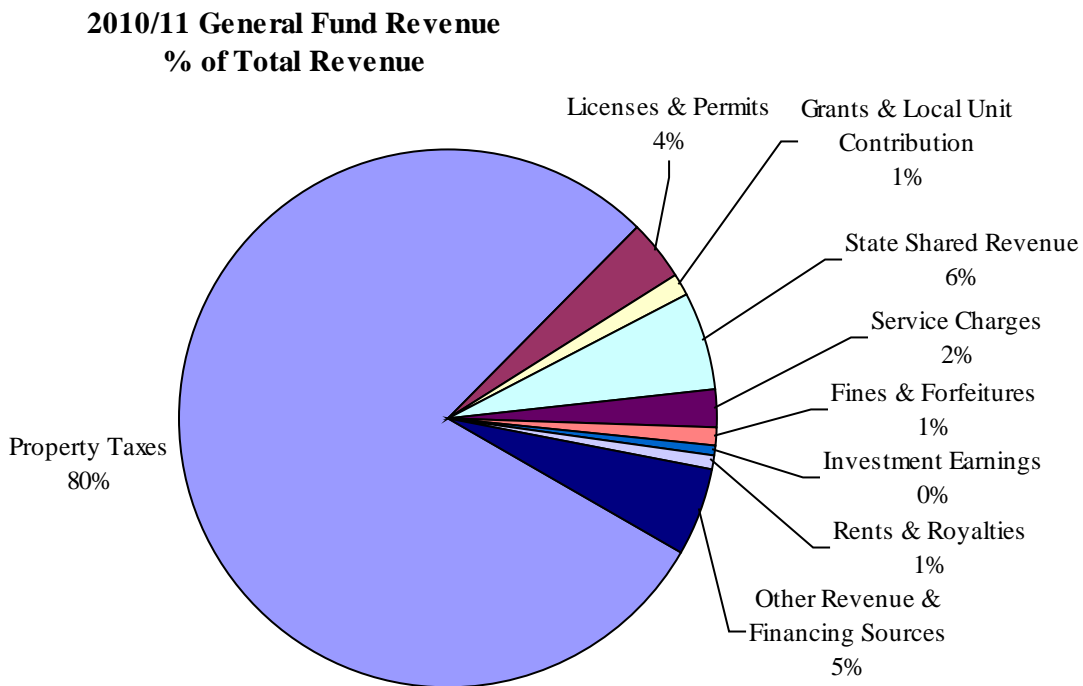
**General Fund - Continued**

The General fund has two new revenue sources for FY 2010-11 not previously mentioned.

- An appropriation from the DDA Fund \$249,206 to fund DDA Project eligible expenditures such as Police & DPS Costs associated with Downtown Civic Events; maintenance, equipment and utilities of approved CIP projects within the DDA District, and/or Police costs attributable to DDA District activities including traffic patrol, crime investigation and property surveillance
- \$67,702 in user fee revenue from a new Refuse Collection & Disposal User Fee (the annual residential refuse user fee will be \$22.92 or \$1.91 per month). This will partially offset the monthly cost of \$13.18 that the City of Brighton pays each month per user for curbside residential pick-up.

The General Fund also realizes revenue from a variety of smaller revenue sources

- Investment earnings <1%,
- Service Charges 2%
- Federal & State Grants 1%
- Fines & Forfeits 1%
- Other Revenue and Financing Sources 5%





### **General Fund - Continued**

The budget is balanced with plans for no use of fund balance reserves. This will result in the General Fund fund balance to be \$597,485 or 9% of operating expenditures.

The \$8,050,701 General Fund budget is broken down into 13 separate departments. Given the impact of the current economic downturn, the City has cut approximately \$337,000 in expenditures from the FY 2009-10 adopted budget. This will be the third consecutive year that the general fund expenditures have decreased. The 2010/11 adopted budget expenditures have decreased \$862,170 or 9.7% compared to FY 2007/08 actual expenditures. The majority of these expenditures are from Personnel/Labor related costs savings.

The adopted General Fund budget includes the following notable reductions:

- A 10% cut in the majority of the non-personnel expenses,
- Salary freeze for the third year in a row for non-union administrative employees
- The second year of the one-day a month Furlough program
- A continued 5% contribution towards health insurance premiums from non-union employees and a newly approved cost savings deductible health insurance plan for all employees and retirees.
- \$102,016 of Department Recommended Cost Cuts
- \$43,303 in reduced Health Insurance premium increases
- \$36,000 in additional I.T. Contract cuts
- \$49,230 in cuts due to an additional 9 month DPS employee vacancy
- The elimination the \$14,600 Refuse Spring Cleanup
- \$61,538 of cuts from anticipated negotiated across-the-board union wage freezes

The adopted General Fund budget includes the following notable increases:

- \$29,426 for the 1<sup>st</sup> payment on a lease-purchase contract for 3 new patrol cars
- \$50,000 appropriation to the OPEB Trust.



## Utilities Fund

The Utilities Fund is an Enterprise Fund used to account for all of the City's Water and Sanitary Sewer operations, including the acquisition of capital assets and any related debt service. The fund is financed primarily by a user charge for the provision of that service. The City of Brighton provides water and sanitary sewer service to its residents and portions of several surrounding townships.

The 2010/11 Utilities Fund budget is at \$5,767,572 or 31% of the total City Budget. Planned revenue/contributions will decrease approximately 11% from Fiscal Year 09/10 projections. This decrease is due to no planned bond proceeds or grants funds, offset by an increase in user fees. There is an average rate increase of 6.5% in user fees, which is slightly higher than what was estimated in the water and sewer rate study completed in 2007. The revenue from connection fees has been declining over the last several years due to the sluggish economy and the City reaching build-out. The City is expecting to sell 35 Residential Equivalent Units of water and sewer connections. 3% of the total revenue is derived from interest income and other sources.

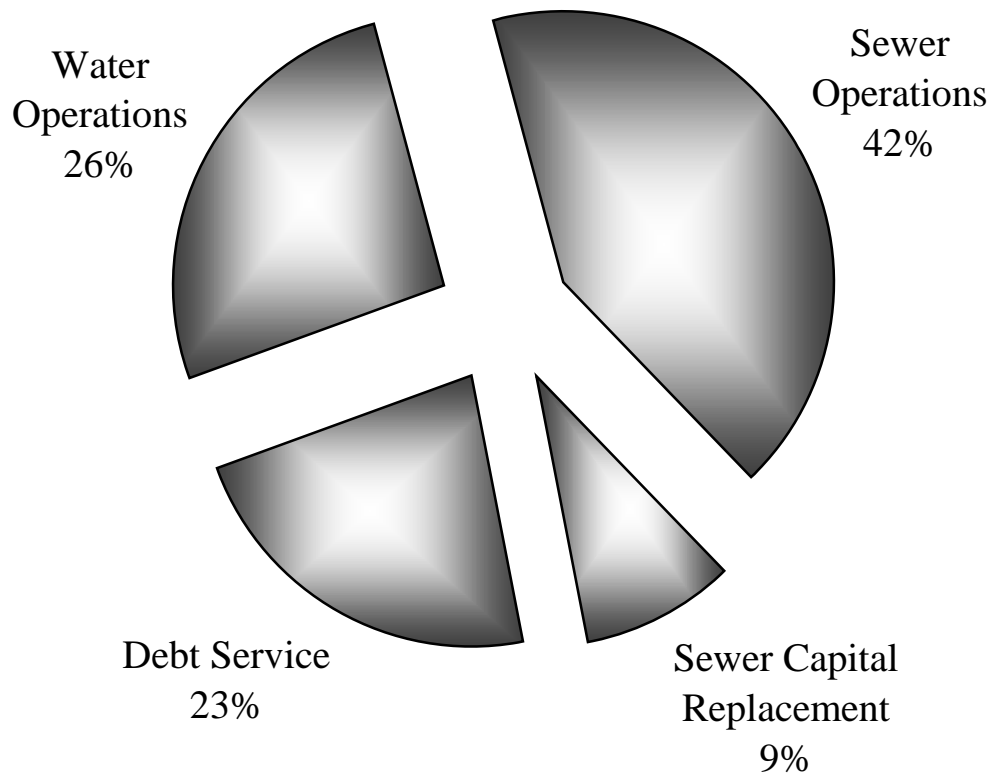
Expenses are increasing by \$123,184 or 2% from Fiscal Year 09/10 projections. The increase results primarily from the net of a \$173,431 or 4% decrease in O&M, a \$375,578 or 236% increase in capital assets (\$500,000 carry forward for the 3<sup>rd</sup> Street Pump Station Project), a \$157,539 or 11% decrease in debt service (the net of the debt roll off of a 1988 water supply system bond and the new bond issue for the 3<sup>rd</sup> Street Pump Station Project), a \$48,948 or 39% increase in appropriations to other Funds (appropriation to the OPEB Trust), and a \$29,628 or 122% increase in post employment benefits.

Notable reductions in the Utilities Fund:

- The Base Budget for the majority of the non-personnel expenses has been reduced by 10%
- Non-union administrative employees are budgeted to take a salary freeze for the third year in a row
- Cuts from anticipated negotiated across-the-board union wage freezes
- The second year of the one-day a month Furlough program continues
- Non-union employees continue to contribute 5% towards their health insurance premiums and the newly approved cost savings deductible health insurance plan is included for all employees and retirees
- Elimination of part-time temporary help
- The net savings of an upcoming employee retirement and holding the position vacant through June 30, 2011



### Utility Fund Expenditures





## General Fund

### Summary Analysis

#### **FY 09-10 YEAR-END PROJECTION vs. FY 08-09 ACTUAL -**

- a. Revenue is projected to decrease by \$11,709 or 0.15% from the previous year, and decrease by \$239,798 or 2.9% from the adopted budget. The projected decrease results primarily from decreases in property taxes and related fees, revenue sharing, investment earnings, equipment & building (community center) rents, and other revenue; partially offset by increases in licenses & permits (including from the City of Howell & Livingston County), federal (MSHDA & Medicare subsidy) and state (liquor license fees) grants, local unit contributions (BAS for High School Officer), service charges (cemetery), fines & forfeits, and other financing sources (Utilities Fund).
- b. Expenditures are projected to decrease by \$76,522 or 0.9% from the previous year, and increase by \$22,326 or 0.3% from the adopted budget. The projected decrease results primarily from decreases in appropriations to other agencies and other Funds for capital projects and debt service, the City Manager, Legal Services, City Clerk, and Finance activity budgets; partially offset by increases in the City Council, Human Resources, Information Technology, Police, Public Services, Community Development, Post Employment Benefits and Property Tax Contingency activity budgets.
- c. The original adopted budget anticipated the unreserved fund balance decreasing by \$181,174 by June 30, 2010. However, based on (a) & (b) from above, **the current year-end projection reflects a \$443,298 decrease in unreserved fund balance to \$597,485 by June 30, 2010, which is \$435,749 lower than the minimum ending unreserved fund balance, per the City's recently revised General Fund – Fund Balance Policy. The primary reason for the projected \$262,124 increase in the use of fund balance in FY 2009-10 is the projected reductions in State Shared Revenue, Service Charges (primarily planning/zoning filing fees), Investment Earnings; and projected increases in property tax refund contingencies, and legal fees.**

#### **FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION -**

- a. Total Adopted Revenue will increase by \$83,653 or 1% from the FY 09-10 year-end projections. The increase results primarily from a \$249,206 appropriation from the DDA Fund, \$163,580 in tax revenue from increasing the operating millage by 0.3862 mills up to the Headlee cap, \$67,702 in user fee revenue from a new Refuse Collection & Disposal User Fee (the annual residential refuse user fee will be \$22.92 or \$1.91 per month), and by increases in local unit contributions, fines & forfeits, investment earnings, equipment & building rents, and other revenue; partially offset by a \$234,942 or 3.6% reduction in property taxes and related fees due to an estimated \$14,108,000 or 3% decrease in Ad valorem taxable value and an estimated \$2,786,000 or 18% decrease in IFT Taxable Value, a \$33,067 or 10% reduction in building permits, a \$129,650 or 58% reduction in federal & state grants, and a \$24,505 or 5% reduction in state revenue sharing.
- b. Total Adopted Expenditures will decrease by \$359,645 or 4.3% from the FY 09-10 year-end projections. The decrease results primarily from a base budget which includes a 10% cut in the majority of the non-personnel expenses, a salary freeze for the third year in a row for non-union administrative employees, the second year of the one-day a month Furlough program, a continued 5% contribution towards health insurance premiums from non-union employees and a newly approved cost savings deductible health insurance plan for all employees and retirees. In addition, \$102,016 of Department Recommended Cost Cuts, \$43,303 in reduced Health Insurance premium increases, \$36,000 in additional I.T. Contract cuts, \$49,230 in cuts due to an additional 9 month DPS employee vacancy, the elimination the \$14,600 Refuse Spring Cleanup, and \$61,538 of cuts



## General Fund

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### *Summary Analysis, continued*

from anticipated negotiated across-the-board union wage freezes are included as well. The expenditures also include \$29,426 for the 1<sup>st</sup> payment on a lease-purchase contract for 3 new patrol cars and a \$50,000 appropriation to the OPEB Trust.

- c. **The projected beginning and ending unreserved fund balance is \$597,485 or 9% of operating expenditures. Therefore, the proposed budget is balanced.**
- d. **A homeowner with the average taxable value of \$72,256 will see a decrease in cost from the General Fund in FY 2010-11, net of a taxable value decrease, operating millage increase and a new refuse user fee.**

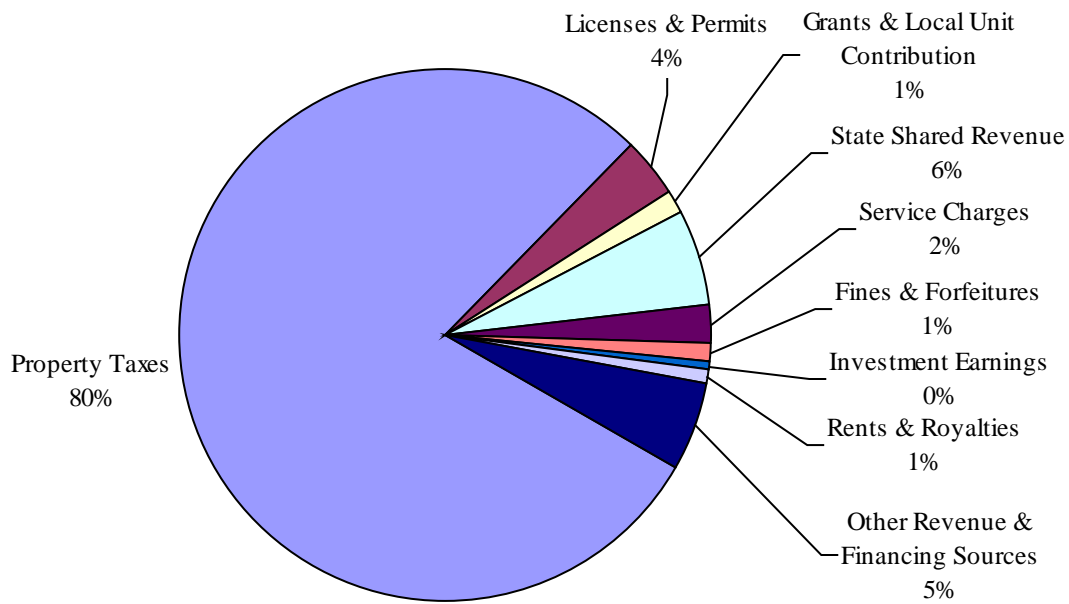


FY 2010-11 Adopted Budget

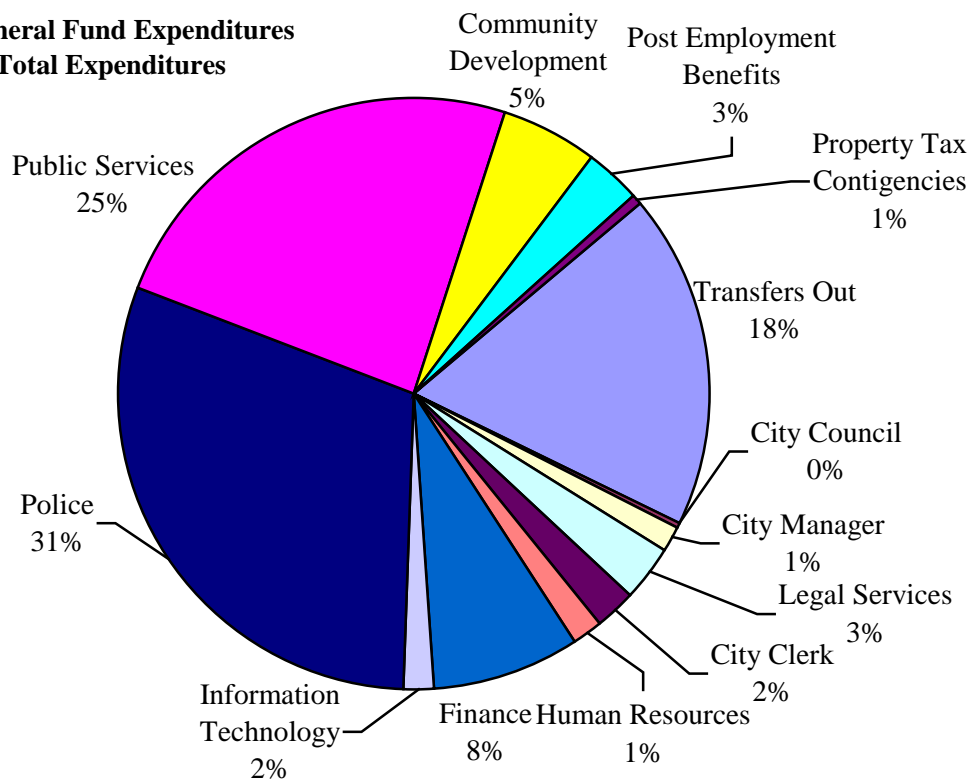
CITY OF BRIGHTON GENERAL FUND	ADOPTED ACTUAL	ADOPTED BUDGET	PROJECTED YEAR-END	ADOPTED BUDGET	10-11 OVER/ (UNDER) 09-10	
<u>REVENUES:</u>	08-09	09-10	09-10	10-11	\$	%
Property Taxes	6,302,824	6,205,800	6,205,245	6,139,828	(65,417)	-1.05%
Tax Penalties, interest & fees	250,146	233,020	232,520	226,575	(5,945)	-2.56%
Licenses & Permits	268,455	296,300	322,900	289,833	(33,067)	-10.24%
Federal Grants	58,558	208,000	132,387	9,500	(122,887)	-92.82%
State Grants	15,134	14,100	25,263	18,500	(6,763)	-26.77%
State Shared Revenue	567,446	582,035	490,097	465,592	(24,505)	-5.00%
Local Unit Contribution	28,378	49,000	91,975	92,000	25	0.03%
Service Charges	103,810	140,270	112,310	180,187	67,877	60.44%
Fines & Forfeits	96,377	90,950	101,480	101,530	50	0.05%
Investment Earnings	76,419	119,100	21,100	25,100	4,000	18.96%
Rents & Royalties	127,817	69,271	71,771	73,850	2,079	2.90%
Other Revenue	83,393	44,000	35,000	54,000	19,000	54.29%
Other Financing Sources	-	155,000	125,000	374,206	249,206	-
<b>TOTAL REVENUES</b>	<b>7,978,757</b>	<b>8,206,846</b>	<b>7,967,048</b>	<b>8,050,701</b>	<b>83,653</b>	<b>1.05%</b>
 <u>EXPENDITURES:</u>						
Transfers Out	1,765,046	1,590,378	1,522,118	1,485,815	(36,303)	-2.39%
City Council	44,770	45,461	45,164	32,793	(12,371)	-27.39%
City Manager	188,446	148,039	158,190	114,155	(44,035)	-27.84%
Legal Services	256,385	218,549	244,241	243,272	(969)	-0.40%
City Clerk	266,396	185,217	171,537	189,613	18,076	10.54%
Human Resources	64,738	80,172	122,727	121,663	(1,064)	-0.87%
Finance	800,633	658,929	630,946	662,437	31,491	4.99%
Information Systems	200,165	204,473	202,369	141,250	(61,119)	-30.20%
Police	2,316,610	2,460,023	2,386,160	2,452,973	66,813	2.80%
Public Services	1,960,134	2,213,503	2,121,480	1,982,078	(139,402)	-6.57%
Community Development	376,748	511,985	431,196	413,415	(17,781)	-4.12%
Post Employment Benefits	244,501	288,515	263,818	255,112	(8,706)	-3.30%
Property Tax Contingencies	2,294	(217,226)	110,400	(43,875)	(154,275)	-139.74%
<b>TOTAL EXPENDITURES</b>	<b>8,486,868</b>	<b>8,388,020</b>	<b>8,410,346</b>	<b>8,050,701</b>	<b>(359,645)</b>	<b>-4.28%</b>
 FUND BALANCE - BEGIN.	 1,548,894	 1,040,783	 1,040,783	 597,485	 (443,298)	 -42.59%
FUND BALANCE - ENDING	1,040,783	859,609	597,485	597,485	-	0.00%
 USE OF FUND BALANCE	 508,111	 181,174	 443,298	 -	 (443,298)	 -100.00%
 Ending Fund Balance = 15% of Operating Expenditures*	 1,008,273	 1,019,646	 1,033,234	 984,733		
Ending Fund Balance Over/(Under) the 15% Criteria	32,510	(160,037)	(435,749)	(387,248)		



**2010/11 General Fund Revenue  
% of Total Revenue**

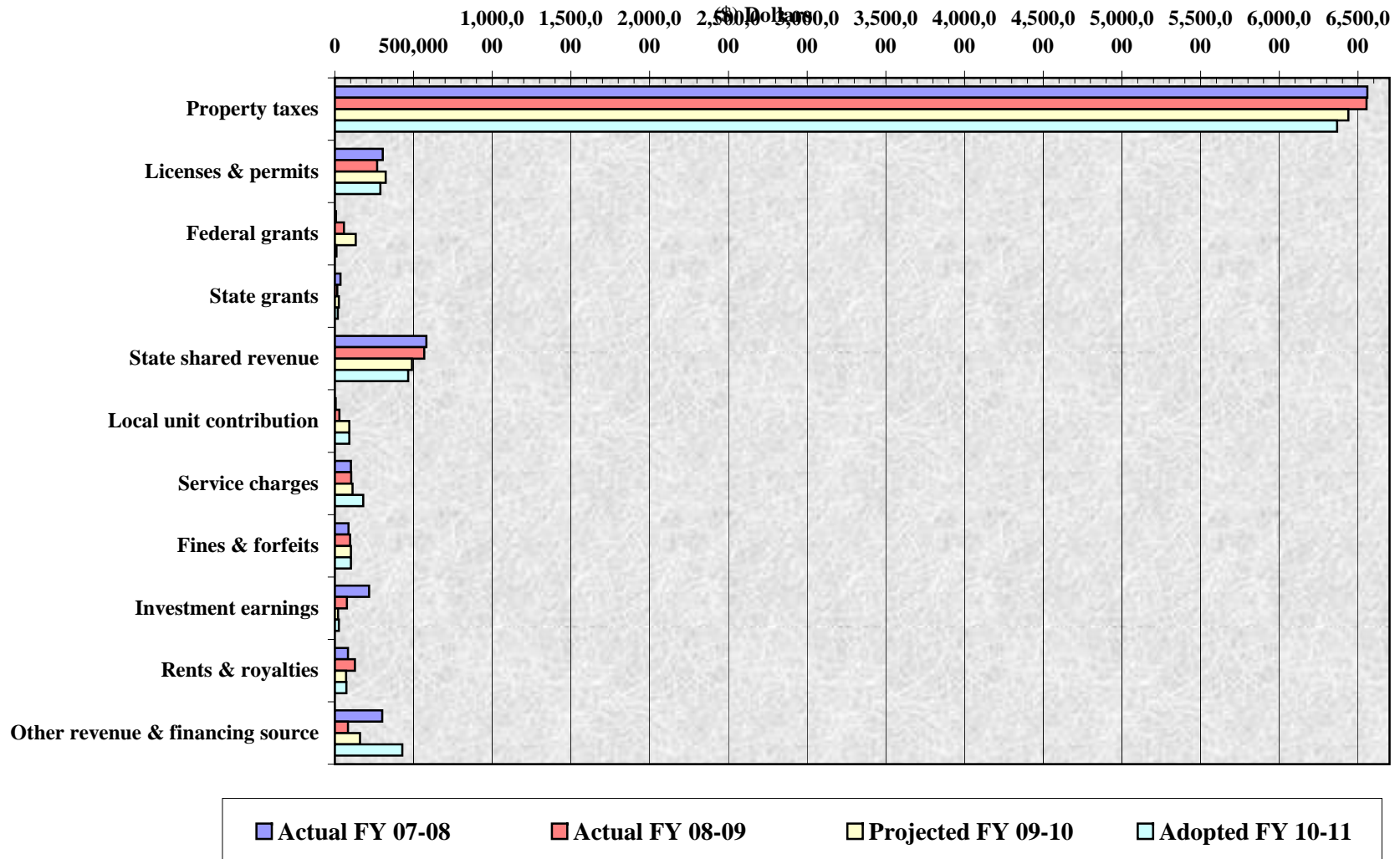


**2010/11 General Fund Expenditures  
% of Total Expenditures**



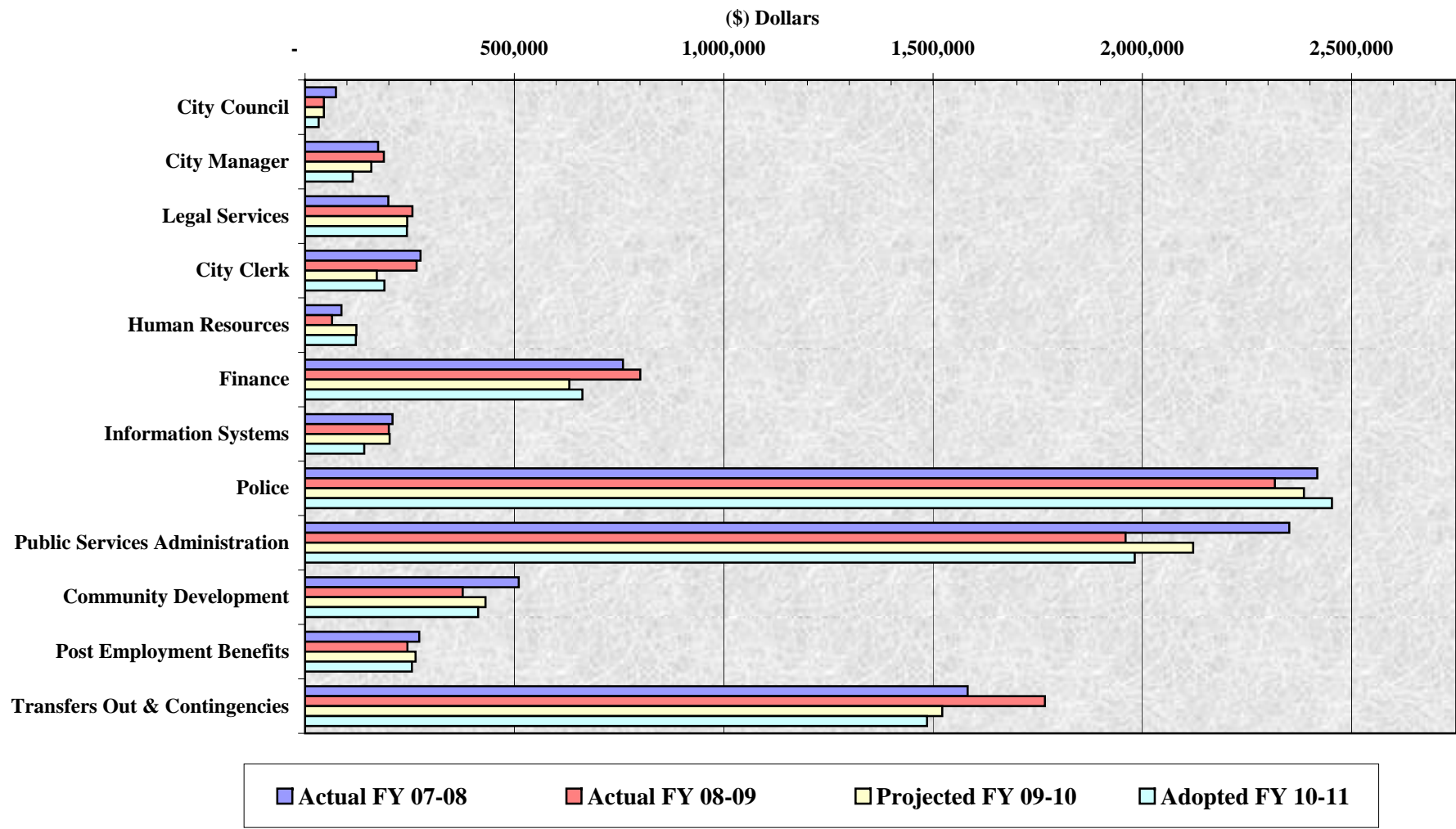


**General Fund Revenue**





### Budget by Department Expenditures





## Mayor and City Council

The electors of the City elect a City Council of seven members, one of whom shall serve as Mayor. The Council constitutes the legislative, policy making and governing body of the City and shall have power and authority to exercise all powers conferred upon or possessed by the City, and shall have the power and authority to adopt laws, ordinances and resolutions as it shall deem appropriate. The mayor is chosen by the seven-member elected City Council from among its members. The City Council appoints the City Manager, City Attorney, City Planner, City Engineer, City Auditor, other consultants, and members of various citizen boards and commissions which advise the City Council.

The City Council is responsible for setting the tax levy, utility rates and fees, and adopting the annual City Budget to fund operations of the City.

### **FY 09-10 YEAR-END PROJECTION vs. FY 09-10 CURRENT BUDGET –**

- \$297 or 1% decrease.
- The decrease is primarily the result of no workers compensation and general liability premiums being charged to the City Council budget and less supplies and printing costs compared to budget, mostly offset by increased Council conferences and training expenditures and a contribution to the Chamber Holiday Glow. The majority of this increase in training costs is the NLC Conference, which was not budgeted. The costs for the NLC Conference are being partially funded by a transfer from the City Manager’s conference and training budget. In addition, the contribution to the Chamber Holiday Glow was not budgeted either.

### **FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION –**

- \$12,371 or 27% decrease.
- The decrease is caused primarily by base budget adjustments. It is important to note that the adopted budget does not include attendance at the NLC Conference or any contribution to the Chamber’s Holiday Glow event, and a continued elimination of the City Holiday Gathering, Employee Holiday Gift Cards and Mayor’s Exchange Day.
- In addition, \$11,585 of Cost Cutting Recommendations are included to balance the budget.

	<b>2007-2008 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-2010 ADOPTED BUDGET</b>	<b>2009-2010 PROJECTED YEAR-END</b>	<b>2010-2011 ADOPTED BUDGET</b>
<b>Council</b>	\$73,996	\$44,770	\$45,461	\$45,164	\$32,793



## *Mayor and City Council*

	Performance Indicators	2008 Actual	2009 Actual	2010 Estimate	2011 Budget
Output	Regular City Council Meetings	22	23	23	23
	Special City Council Meetings	7	4	5	5
	Public Hearing Held	13	3	8	8
	Ordinances and Amendments Adopted	8	2	5	5
	Agenda Items Reviewed and Acted Upon	224	216	220	220
	City Council Member Attendance at Council Meetings	94%	95%	95%	95%
Efficiency	% Difference from Proposed to Adopted Budget(G.F)	0%	0%	*	*
	Annual % Change in Millage Rate	-.08%	.004%	.005%	.027%
	Activity Expenditures as % of General Fund	.83%	.53%	.54%	.41%

\* Actual numbers used



# City Manager

The City Manager’s office is responsible for the general administration of the City along with program coordination and the preparation of special reports requested by the City Council. As the chief executive officer of the City, the City Manager is responsible for implementation of policies established by the City. The Manager’s duties include the development of program and policy alternatives for consideration by the Council and the implementation of those policies and programs adopted by the Council. The City Manager is also responsible to see that all laws and ordinances are enforced; to appoint, with the consent of the Council, the heads of the several City departments, and to direct and supervise such department heads; to recommend an annual budget to the Council and to administer the budget as finally adopted under policies formulated by the Council, and to keep the Council fully advised at all times as to the financial condition and needs of the City.

**FY 09-10 YEAR-END PROJECTION vs. FY 09-10 CURRENT BUDGET –**

- \$10,151 or 7% increase.
- The increase is primarily the result of a one-time payout of sick and vacation leave, partially offset by less employee compensation and training expenditures.

**FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION –**

- \$44,035 or 28% decrease.
- The decrease is primarily the result of less personnel costs.
- In addition, \$5,437 of Cost Cutting Recommendations are included to balance the budget.

	<b>2007-2008 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-2010 ADOPTED BUDGET</b>	<b>2009-2010 PROJECTED YEAR-END</b>	<b>2010-2011 ADOPTED BUDGET</b>
<b>City Manager</b>	\$174,265	\$188,446	\$148,039	\$158,190	\$114,155



## City Manager

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### **FY 2010-11 Performance Objectives**

1. Work with City staff to implement the 65 separate goals adopted by the City Council in the Council's Fall 2009 annual goal-setting meeting. (City goals 1-65).
2. Maintain the ICMA Credentialed Manager Certification that must be renewed annually.

	Performance Indicators	2008 Actual	2009 Actual	2010 Estimate	2011 Budget
Output	Agenda Statements Reviewed	224	216	220	220
	Policy Resolutions Presented to Council	33	38	35	35
	Legislative Issues Monitored	5	5	5	5
	Intergovernmental Relation Contacts	25	25	25	25
	Number of Council adopted goals managed	42	71	65	65
	Council members' requests processed	240	240	240	240
	Customer requests processed	1,200	1,200	1,200	1,200
	Internal staff requests processed	480	480	480	480
	News Media inquiries/requests processed	144	144	144	144
	Public presentations prepared and delivered	24	24	24	24
	Average Response Time to Council Requests	2 days	2 days	2 days	2 days
	Efficiency	Activity Expenditures as % of General Fund	1.96%	2.22%	1.91%

### **FY 2009-10 Significant Accomplishments**

- Completion of 18 years of service as City Manager for the City of Brighton.
- Fifth consecutive annual ICMA Credentialed Manager Certification received.
- Completed 4-year term on the Michigan Municipal League Board of Directors.
- Completed term as Chairperson of the Michigan Municipal Local Government Association's Ethics Committee.



## Legal Service

The Legal Service Department is comprised of activities of the City Attorney’s office, the City’s Labor Counsel and other special legal counsels.

The City Attorney is responsible for providing the City Council and City staff with legal advice and prosecuting violations of the City’s Ordinances in the court system. As legal advisor, the City Attorney prepares documents and instruments, drafts ordinances, renders formal and informal opinions, reviews contracts and performs other services as required by law.

The City’s Labor Counsel assists management in labor relations to insure the City is acting in accordance with statutory bargaining obligations and is maintaining personnel policies that are fair and non-discriminating. Other special legal counsel includes ongoing legal services relating to cable, telecommunications, electrical and natural gas franchise negotiations and compliance matters.

**FY 09-10 YEAR-END PROJECTION vs. FY 09-10 CURRENT BUDGET –**

- \$25,692 or 12% increase.
- The increase is primarily the result of increased legal fees from the City Attorney and Labor Attorney, partially offset by health insurance savings.

**FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION –**

- \$969 or <1% decrease.
- The decrease assumes slightly higher legal fees and slightly lower health insurance costs.

	<b>2007-2008 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-2010 ADOPTED BUDGET</b>	<b>2009-2010 PROJECTED YEAR-END</b>	<b>2010-2011 ADOPTED BUDGET</b>
<b>Legal</b>	\$199,041	\$256,385	\$218,549	\$244,241	\$243,272



## *Legal Service*

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### **FY 2010-11 Performance Objectives**

1. Update City Council on impacts to general fund revenue due to increase in pending Michigan Tax Tribunal property appeals (City goal 9)
2. Pursue Zoning Ordinance Amendments affecting density of new and/or redeveloped properties (City goal 40)
3. Pursue work on ordinance amendments affecting downtown off-street parking regulations (City goal 41)
4. To assist staff in working with the Magna corporation to ask them to get involved in a staff-planning process to lead to a City-initiated rezoning of the property in order to make it more flexible for re-use / redevelopment prospects than what the current zoning seems to allow. (City goal 43)
5. Review civic events and ordinance policies related thereto. (City goal 26)
6. To pursue proactive enforcement of Property Maintenance and Safety Codes and update City Council on ongoing pursuit of blighted property remediation. (City goal 36)

	Performance Indicators	2008 Actual	2009 Actual	2010 Estimate	2011 Budget
Output	Legal Opinions Rendered	25	24	25	25
	Ordinances Prepared	5	1	3	3
	Council Meetings Attended	24	24	24	24
	Number of Open Lawsuits (Includes MTT cases)	13	24	20	20
	Number of Closed Lawsuits	1	3	4	3
	Efficiency	% Opinions Replied to on Agreed Schedule	100%	100%	100%
% Resolutions Drafted on Agreed Schedule		100%	100%	100%	100%
% Contracts Drafted on Agreed Schedule		100%	100%	100%	100%
Activity Expenditures as % of General Fund		2.23%	3.02%	2.94%	3.01%



## *Legal Service*

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### **FY 2009-10 Significant Accomplishments**

- After trial, resolved Ventas v City of Brighton Michigan Tax Tribunal appeal in favor of City of Brighton
- Preparation of documents related to dedication of private property for City owned and operated park
- Prepared documentation for Act 51 road dedications
- Prepared easements and necessary agreements for St. Paul Church public parking lot
- Issuance of legal opinion on real property acquisition options
- Issuance of legal opinion on processing of multiple FOIA requests
- Prepared intergovernmental agreement with City of Howell for building official services
- Issuance of legal opinion and review of administrative policies on City-owned cemeteries
- Issuance of opinion on Councilmember membership on various boards and commissions
- Amendments to annual Summerfest agreement
- Preparation of necessary easements and agreements for Orndorf Drive SAD road improvements
- Issuance of legal opinion on Fire Authority voting rights
- Review and approval of revised DDA bylaws
- Issuance of opinion on Deeside Drive dedication; unauthorized water usage
- Prosecution of city misdemeanor and civil infractions
- Prepared 3rd Amendment to Country Club Annex Water Service Contract Amendment for water extension
- Issuance of legal opinion on newspaper of record, publication requirements
- Blight enforcement actions against City properties owned by Leon Bonner



## City Clerk

The City Clerk’s Office provides quality and courteous service to community residents and business owners by supporting the organizational values and goals of the City Council.

The City Clerk’s Office administers all required Federal, State, Local and School elections in accordance with State and Federal law. The City Clerk is accredited under the International Institute of Municipal Clerks. The City Clerk conducts chairperson training, in addition to the required Livingston County Clerk training. Each election involves a three-month cycle of preparation and follow-up. It is necessary for the Clerk’s Office to be aware of Election laws that are continually being changed.

The Department maintains and coordinates document storage and retrieval of the City’s official records including contracts, agreements, leases, bids, deeds for City owned property, easements, resolutions, ordinances, City Council meeting packets and City Council, Boards and Commission minutes.

The Department is responsible for providing executive secretarial responsibilities to the City Manager’s office. The City Clerk attends all City Council Regular, Special, Retreat and Budget meetings. The City Clerk prepares electronic Council agenda packets, posts and publishes meeting notices, publishes notice of public hearings, meeting minutes, notary services and administers the Oath of Office, retreat logistics and conference registration and coordination.

The City Clerk’s Office is also responsible for processing liquor license applications, ordinances, resolutions, permits and licenses, auctioneers, massage, peddlers, solicitors, street closure, taxi, going out of business, and trailer parking.

This Department keeps records, coordinates interments and foundation/marker placements for the City’s three municipal cemeteries.

### **FY 09-10 CURRENT BUDGET vs. FY 08-09 BUDGET –**

- It is important to note that the City Clerk’s 09-10 Budget is reflective of 0.63 less F.T.E.’s than the FY 08-09 Budget, due to the retirement of the previous City Clerk and subsequent restructuring.

### **FY 09-10 YEAR-END PROJECTION vs. FY 09-10 CURRENT BUDGET –**

- \$13,680 or 7% decrease from the current and adopted budget.
- There is a projected \$15,724 decrease in the Elections Division, primarily due to less Election Worker Per Diems due to fewer elections than budgeted. There is a projected \$2,044 increase in the General Division due to the net of higher personnel expenditures from the restructured City Clerk position and lower supplies and other operational expenditures compared to budget.

### **FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION –**

- \$18,076 or 11% increase. This is a \$4,396 or 2% increase over the FY 09-10 adopted budget.
- The \$5,488 increase in the General Division is the result of base budget adjustments across-the-board and Cost Cutting Recommendations to balance the budget. The \$12,588 increase in the Elections Division is the result of two more elections planned for in FY 10-11 than in FY 09-10, along with base budget adjustments and Cost Cutting Recommendations to balance the budget.

	<b>2007-2008 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-2010 ADOPTED BUDGET</b>	<b>2009-2010 PROJECTED YEAR-END</b>	<b>2010-2011 ADOPTED BUDGET</b>
<b>City Clerk</b>	\$276,134	\$266,396	\$185,217	\$171,537	\$189,613



## City Clerk

### 2010-2011 Performance Objectives

1. Publish notices of City cemeteries decoration related timelines (City goal 29).
2. Increase the use of the City's Cable TV channel for public information purposes (City goal 55).

	Performance Indicators	2008 Actual	2009 Actual	2010 Estimate	2011 Estimate
Output	Liquor license applications processed	4	6	5	5
	New Voter Registrations/ Changes Processed	1621	1530	1600	1650
	Absentee Voter Applications Mailed (November)	1509	609	1500	700
	Absentee Voter Ballots Returned (November)	1472	492	1250	500
	Freedom of Information Requests Processed	71	101	85	85
	Number of Registered Voters	5655	5612	5700	5750
	Elections held	4	1	3	3
	Press releases/Legal Notices	104	101	110	110
	Council Agenda Packets Processed	24	25	25	25
	Permits processed (solicitors)	15	10	12	11
	Permits other (sidewalk café, massage, etc)	16	12	14	16
	City Hall Task Force meeting hours	50	6	4	5
	Efficiency	% Of Registered Voters Voting (November)	75%	18.5%	65%
% Of FOI Requests Responded to within Legal Limits		100%	100%	100%	100%
Activity Expenditures as % of General Fund		3.10%	3.14%	2.07%	2.34%

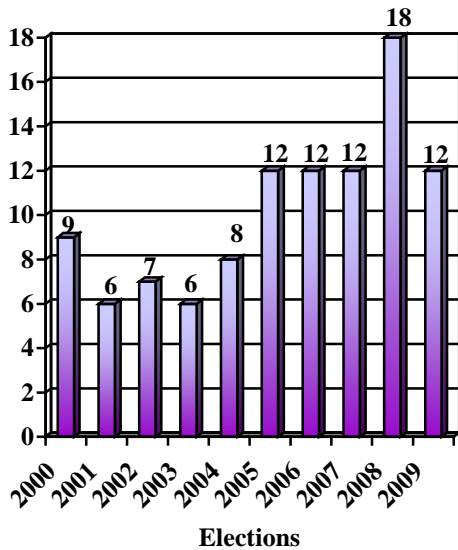


# City Clerk

## 2009-10 Significant Accomplishments

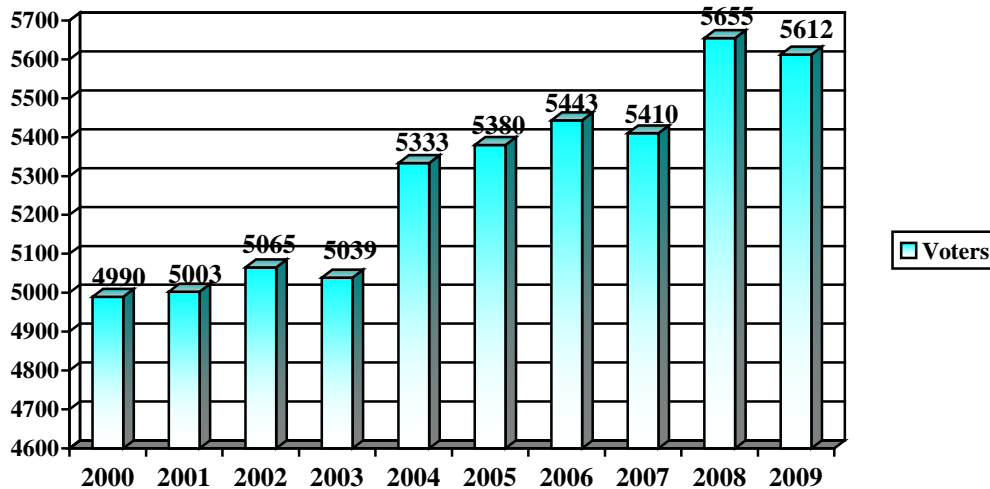
- Conducted November General election in accordance with State and County standards. Turnout for the November General was 18.5%.
- Employed 16 Election Workers in three precincts (one combined) for the November election.
- Processed 6 Liquor Resolutions.
- Processed 6 non-profit solicitors permits, 4 profit peddlers permit, and 3 trailer permits.

### PREPARATION TIME OF VOTING BOOTHS



- Year 2000 increase due to Presidential Elections, more booths set up
- Year 2002 increase due to Gubernatorial Elections, more booths set up
- Year 2005 increase due to planning/prep of new Precincts at the BECC Building
- Year 2008 increase due to Presidential Election, more booths (doubled) set up and more Inspector Station assignments (doubled)

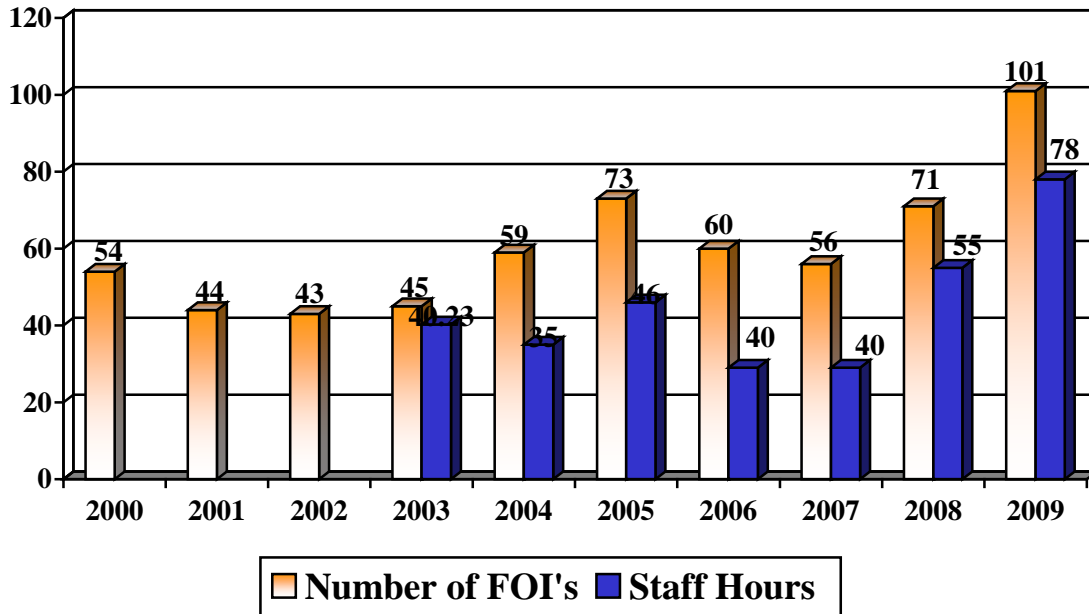
### Number of Registered Voters



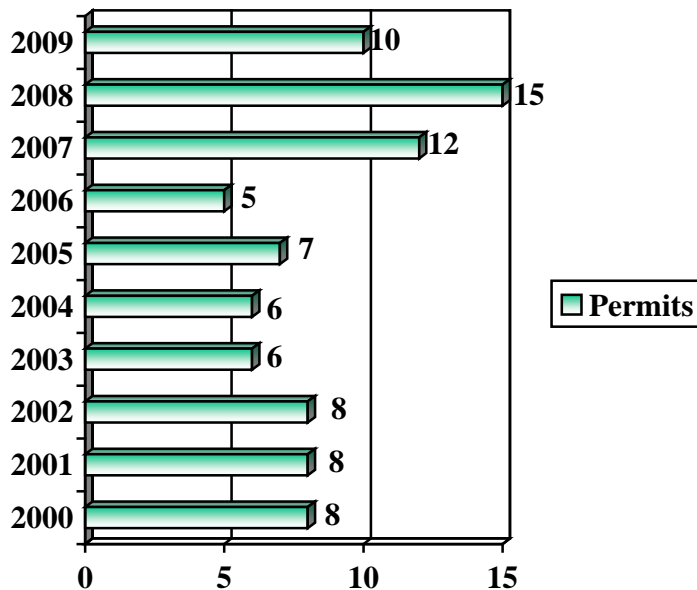


# City Clerk

## F.O.I. REQUESTS RECEIVED



## SOLICITOR'S PERMIT REQUESTS





## Human Resources

The Human Resources Office is responsible for administration of all employee benefits, worker’s compensation administration, employee and labor relations, employee personnel files and records, compliance of legally mandated programs and recruitment of new employees. The Department supports continuous improvement on Human Resources related activities.

The Human Resources Department provides support to all City departments by performing the centralized functions of recruitment, selection, orientation and labor-employee relations. This function includes support to the Labor Attorney in contract negotiations, administration of four bargaining units, administration of the non-union Administrative group, coordination of the City’s various health plans and maintenance and legal compliance of personnel files.

The Department processes all Workers’ Compensation claims including disputes, return to work requirements, and safety requirements. The Department is also in charge of Health Insurance, Dental Insurance, Vision Insurance, Short Term Disability, Life Insurance, Long Term Disability and COBRA Administration.

The department is responsible for ensuring compliance with all employment law requirements such as Equal Employment Opportunity, Fair Labor Standards Act, Family Medical Leave Act and Americans with Disabilities Act.

The Department coordinates all CDL’s (commercial drivers licenses) renewals, medicals and trainings for all Department of Public Services employees.

The Department began the City’s first Wellness Program in 1999 and continues to administer its programs and services to all employees.

### **FY 09-10 YEAR-END PROJECTION vs. FY 09-10 CURRENT BUDGET –**

- \$42,556 or 53% increase from the current and adopted budget.
- The increase is caused primarily by more personnel costs than budget due to the reallocation of personnel costs from the City Manager budget for the restructured Human Resources Director position (which used to be the Management Assistant position that provided Administrative Assistance to each of the City Clerk, City Manager and CD/Planning Director and which no longer exists).

### **FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION –**

- \$1,064 or <1% decrease.
- The decrease results from base budget adjustments across-the-board.
- In addition, \$8,707 of Cost Cutting Recommendations are included to balance the budget.

	<b>2007-2008 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-2010 ADOPTED BUDGET</b>	<b>2009-2010 PROJECTED YEAR-END</b>	<b>2010-2011 ADOPTED BUDGET</b>
<b>Human Resources</b>	\$86,996	\$64,738	\$80,172	\$122,727	\$121,663



## *Human Resources*

### **2010-2011 Performance Objectives**

1. Consider self-funding options for City Health Insurance for cost savings (City Goal 7).
2. To continue with cost reduction efforts in order to assist in the improvement of the future financial forecast (City Goal 8).
3. Provide City employees with information on the rising costs of health care to help them better understand the City's concerns.

	Performance Indicators	2008 Actual	2009 Actual	2010 Estimate	2011 Estimate
Output	Applications reviewed & processed	320	116	250	115
	Employees hired	12	2	14	12
	Labor Contracts Settled	2	1	3	1
	Union Grievances filed	1	5	0	0
	Workers Comp claims filed	1	2	1	1
	Workers Comp lost work days	0	7	0	0
	Workers Comp # of restricted work days	0	7	0	0
	OPEB Meetings	1	1	0	0
	Efficiency	Total FTE's per 1,000 Residents	8.22	8.09	8.09
Discrimination Complaints Filed		0	0	0	0
Non-union Health Savings		\$62,409	\$60,228	\$63,682	\$63,682
# Of Employees Not Completing Probation		0	0	0	0
Activity Expenditures as % of General Fund		.98%	.76%	1.48%	1.50%

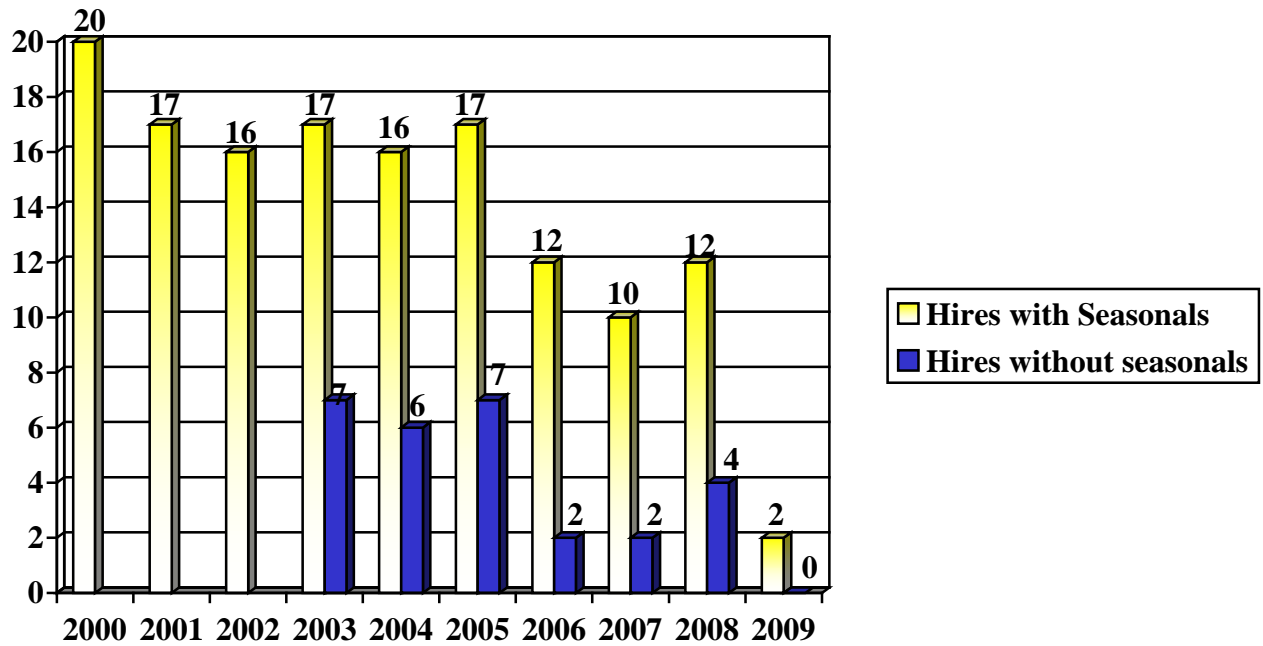
### **2009-10 Significant Accomplishments**

- Continue to allow non-union Employees to waive the City provided health care insurance for savings to the City for health insurance costs, \$60,228.
- Conducted an Employee Wellness Luncheon, promoting health awareness.
- Contracted with Grace & Porta (Health Insurance Agent) to assist with benefits administration.



## Human Resources

NUMBER OF RECRUITMENTS  
BY CALENDAR YEAR



\*\* Due to budget constraints Seasonals were not hired in 2009.



## *Finance*

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The City of Brighton Finance Department is responsible for the general direction and support of all financial operations in the City. The Finance Department works closely with the City Manager and all Departments of the City on all issues related to City finances. The Finance Department has established Customer Service as its primary mission through continued, professional growth of our staff, and through credible, proactive improvements in our procedures and technologies.

The Department provides various support services to citizens and staff including the following: financial and budgetary reporting; general ledger accounting; grant accounting; budgeting/financial forecasting; fixed asset accounting; project management accounting; debt management; payroll; accounts payable; accounts receivable billing and collection; property assessments, property tax/special assessment billing, collection, remittance and reconciliation; utility billing and collection; investment/cash management & bank relations; and general liability & property insurance administration.

The Department will maintain the City’s financial records in accordance with the City Charter, State law, and generally accepted accounting principles (GAAP) by providing the highest quality, most efficient and cost effective accounting function. An Annual Financial Report is prepared each year and support schedules for account analysis are prepared in connection with the City’s annual audit.

**FY 09-10 YEAR-END PROJECTION vs. FY 09-10 CURRENT BUDGET –**

- \$27,983 or 4% decrease from the current budget and adopted budget.
- The decrease results primarily from the net of a \$6,982 decrease in the administration activity due primarily to less than budgeted employee benefit costs; a \$12,185 decrease in the treasury activity due primarily to less than budgeted wages and employee benefits, and an \$8,816 decrease in the assessing activity due primarily to less than budgeted personnel costs.

**FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION –**

- \$31,491 or 5% increase, and a \$3,508 or .5% increase from the FY 09-10 adopted budget.
- The increase results primarily from the net of a \$18,323 increase in the administration activity due primarily to base budget adjustments and cost cutting recommendations; an \$11,147 increase in the treasury activity due primarily to base budget adjustments and cost cutting recommendations; and a \$2,021 increase in the assessing activity due primarily to base budget adjustments and cost cutting recommendations.

\	2007-2008 ACTUAL	2008-09 ACTUAL	2009-2010 ADOPTED BUDGET	2009-2010 PROJECTED YEAR-END	2010-2011 ADOPTED BUDGET
<b>Finance</b>	\$759,159	\$800,633	\$658,929	\$630,946	\$662,437



## *Finance*

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### **FY 2010-11 Performance Objectives**

1. Assist the Citizens' Advisory Task Force to determine recommendations for stable/ongoing funding sources for Capital Improvements. (City goal 5).
2. Assist the City in developing alternative staffing scenarios such as increased use of part-time employees and privatization. (City goal 8).
3. Continue to work within the City's existing CIP, budget, accounting and financial reporting processes to appropriately allocate the use of City property tax revenue and utility user fees for the most cost effective improvement of municipal infrastructure and the delivery of services. (City goals 4, 6, 12, 95, 96, 97).
4. Develop quarterly assessing reports on projections of costs for possible MTT case settlements. (City goal 9).
5. Develop a report on the assessments of residential rental properties. (City goals 9).



## Finance

	Performance Indicators	2008 Actual	2009 Actual	2010 Budget	2011 Estimate
Output	Accounts Payable Checks Issued	2,182	2,156	2,138	2,100
	ACH Payments Issued	507	470	526	500
	Purchase orders processed	374	291	300	300
	Water and Sewer bills Issued	41,004	41,816	42,900	43,000
	Tax Bill Payments processed (summer/winter)	7721	7552	7775	7775
	Special Assessment Parcels Billed (summer/winter)	480	602	479	479
	Investments Bought/Sold	9	52	25	30
	Assessment Notices Processed	3991	3982	3990	3990
	Residential Property Appraisals	146	399	200	200
	Commercial/Industrial Property Appraisals	104	0	75	64
	Board of Review Appeals	83	82	200	200
	Property Splits/Combinations Processed	2	0	2	1
	Budgets Prepared	1	1	1	1
	Budget Amendments Prepared	2	1	2	4
	Efficiency	% Of Payroll Checks processed without error	99.94%	99.94%	100%
Received GFOA Distinguished Budget Award		1	1	1	1
City Bond Rating		A+/A1/A2	A+/A1/A2	A+/A1/A2	A+/A1/A2
Average Rate of Return on Investments		3.90%	1.42%	2.00%	2.50%
% Of Real City Property Tax Collected		98.02%	96.48%	96.00%	96.50%
% Of Personal Property Tax Collected		97.21%	96.22%	95.00%	95.50%
Financial Statement Correcting Entries by Auditors		0	0	0	0
Cost of Payroll Service per Employee		\$89.62	\$89.35	*	*
Activity Expenditures as % of General Fund		8.52%	9.43%	7.60%	8.18%
<b><u>*Cost is calculated for "Actual" columns only</u></b>					



## *Finance*

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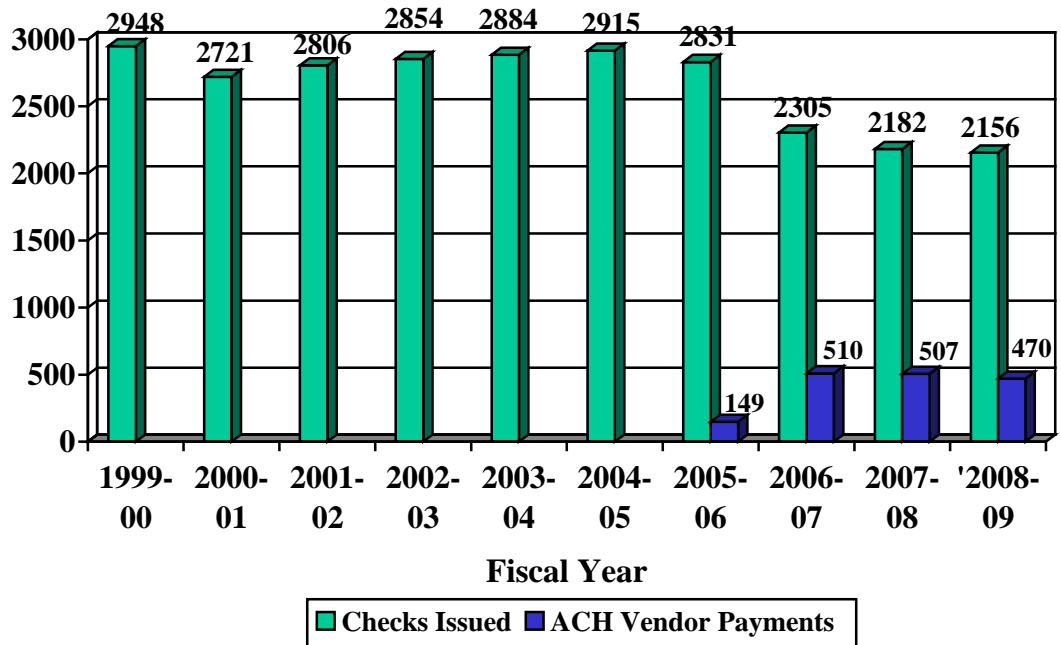
### **FY 2009-10 Significant Accomplishments**

- The Department successfully prepared and completed the City's monthly and annual financial reports on a timely and accurate basis, while complying with GAAP.
- The Department successfully provided accurate and equitable assessments for residential, commercial, industrial and personal property.
- The Department successfully provided accurate and timely implementation of Primary Residence Exemption requests.
- The Department continues to meet and/or exceed all State Tax Commission and Livingston County Equalization and Treasurer Department requirements.
- The Department continues to inform taxpayers, residents, and potential investors of new or pertinent assessment and property tax information.
- The Department successfully administered the property tax billings and collections in a timely and accurate manner through sound and prudent policies.
- The Department successfully administered utility billings and collections in a timely and accurate manner through sound and prudent policies.
- The Department successfully invested the City's surplus funds to safeguard its assets, to provide adequate and sufficient liquidity to pay its vendors and employees on a timely basis, and to earn a market rate of return.
- The Department successfully safeguarded the expenditure of City funds.
- The Department successfully administered accounts receivable billings and collections in a timely and accurate manner through sound and prudent policies.
- The Department successfully administered insurance claims in a timely and accurate manner through sound and prudent policies.
- The Department successfully maintained a City-wide Fixed Asset Inventory and adjusted the accounting records accordingly.
- The Department successfully renewed the City's General Liability and Property Insurance Policy on a timely basis.
- The City received an Unqualified Audit Opinion for the FY 2007-08 Audit, which is the 22<sup>nd</sup> consecutive year the City has received a "clean" financial audit opinion.
- With the assistance of the City's Financial Advisor, the Department filed the required annual Continuing Bond Disclosure information to the National and State Municipal Securities Information Repositories in a timely and accurate manner.
- The Department completed and filed the annual Act 51 Street Financial Report to MDOT.
- The Department completed and filed the annual F-65 Local Unit Fiscal Report to the State Department of Treasury.
- The Department continues to ensure that recipients of IFT exemptions comply with all program requirements.
- The City maintained its current A+ & A1/A2 Bond Ratings.
- The Department continues to comply with the City's Debt Management Policy.
- The Department continues to settle and reconcile the annual property tax records with the County Treasurer on a timely basis.
- The Department continues to pursue the ongoing collection of delinquent personal property taxes through the court system and other legal remedies.
- The Department maintained involvement in the Michigan Government Finance Officers Association, Michigan Municipal Treasurers Association and Michigan Assessors Association.
- The Department employees continue to work within and are evaluated on their formal annually established performance objectives.

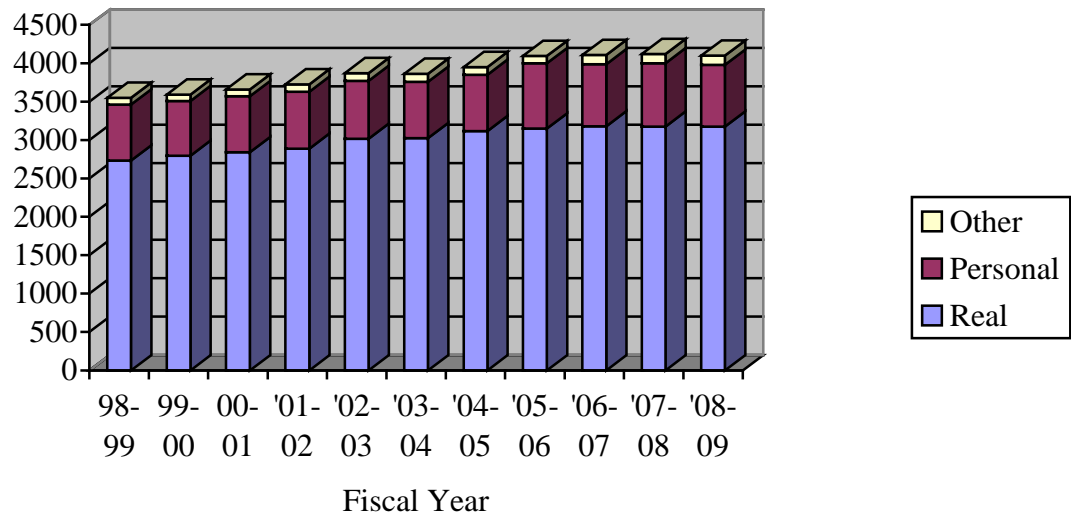


# Finance

## ANNUAL VENDOR PAYMENTS



## PROPERTY TAX PARCELS





## *Information Systems*

The Information Systems activity is responsible for all of the City-wide Information Technology needs including implementing, upgrading and maintaining computer hardware, software, network infrastructure, telecommunications, the City's Website & Cable Channel, as well providing security and operating procedures.

**FY 09-10 YEAR-END PROJECTION vs. FY 09-10 CURRENT BUDGET –**

- \$2,510 or 1% decrease from the current budget and \$2,104 or 1% decrease from the adopted budget.
- The decrease is primarily the result of less than budgeted I.T. support as a result of the City's Furlough Days, which results in approximately 5% less in on-site support, partially offset by more Data Processing Supplies by moving all printer/fax/copy machine ink and toner costs to this budget, and other small increases in internet services, costs associated with converting OTH for the use of COBACH and repair & maintenance accounts

**FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION –**

- \$61,119 or 30% decrease.
- The decrease results primarily from cost savings in switching Internet service providers from AT&T to Comcast and no reprogramming of election tabulators in FY 10-11, as well as an \$54,600 Cost Cutting Recommendation to reduce I.T. contracted service hours.

	<b>2007-2008 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-2010 ADOPTED BUDGET</b>	<b>2009-2010 PROJECTED YEAR-END</b>	<b>2010-2011 ADOPTED BUDGET</b>
<b>Information Systems</b>	\$209,146	\$200,165	\$204,473	\$202,369	\$141,250

**2010-11 PERFORMANCE OBJECTIVES:**

1. Assist the I.T. Committee in developing a plan to increase the promotion of the City's website for the access and use of the general public, including City Facebook pages, City Blogs, City Twitter accounts. (City goal 52, 53)
2. Pursue the implementation of Live Council Meeting broadcast/telecast streaming on the City's website. (City goal 56).
3. Increase the use of the City's Cable TV Channel for public information. (City goal 55).
4. Assist the I.T. Committee in implementing the I.T. Upgrades as proposed in the CIP.

Output	Performance Indicators	2008 Actual	2009 Actual	2010 Budget	2011 Estimate
	Hardware Platforms Supported (W2K, MAC, HP, etc)	11	11	11	11
Application Systems Supported (BS&A, Springbrook, etc)	12	12	12	12	
Efficiency	% Of Tasks resolved within 8 hours	70%	70%	70%	70%
	% Of Time Computer Network Down	< 1%	< 1%	< 1%	< 1%
	Activity Expenditures as % of General Fund	2.35%	2.36%	2.44%	1.74%



## Police

***Mission Statement:** It is the mission of the Brighton Police Department to deliver service to our community with integrity, courage, and professionalism.*

*We are dedicated to ensuring a safe and secure community by providing high quality police services to all persons within our jurisdiction.*

*We are committed to the protection of life and property, the preservation of peace, and the equitable enforcement of the law.*

*We will achieve these goals by working together as a team within our department and in partnership with our community.*

The police department is the law enforcement arm of the City of Brighton and a full service police agency. The Chief of Police is responsible for the overall management of police services in the community. Reporting to the City Manager, the Chief and his staff plan, organize, and direct all Police Department operations to provide a safe and orderly environment throughout the City of Brighton. The Chief is directly assisted by the Lieutenant, who assists with departmental administration and directly supervises the patrol sergeants, the detective, and the school liaison officer. The four sergeants also perform a combination of patrol supervision duties along with numerous administrative and training functions.

The department strives to be progressive, productive and proactive, utilizing the latest technology and law enforcement techniques. Police personnel are committed to enhancing the “quality of life” for residents, businesses and visitors to the City of Brighton. There are numerous functions and activities within the police department, which can vary on a daily basis as a result of available staffing and/or specific needs. The following are representative of a number of the major functions, but are not all inclusive in terms of all the activities within the department:

<p><b>Administrative</b></p> <ul style="list-style-type: none"> <li>Personnel</li> <li>Budget</li> <li>Policy &amp; Procedures</li> <li>Training</li> <li>Public Relations &amp; Media Relations</li> <li>Crime Reporting as Required at State and Federal Levels</li> <li>Grant Coordination</li> <li>Records Management</li> <li>Statistics</li> <li>Case Dispositions</li> <li>MICR Submissions</li> <li>Payroll &amp; Scheduling</li> <li>Property Room &amp; Evidence</li> <li>Electronic System Management</li> </ul>	<p><b>Patrol</b></p> <ul style="list-style-type: none"> <li>Calls for Service</li> <li>Criminal Investigations</li> <li>Drug Investigations</li> <li>Preventive Patrol</li> <li>Building Checks</li> <li>Alarm Response</li> <li>Arrests</li> <li>Crime Prevention</li> <li>Traffic Investigations</li> <li>Traffic Enforcement</li> <li>Accident Investigation</li> <li>Parking Enforcement</li> <li>Report Writing</li> <li>Court Testimony</li> <li>Assist Other Agencies</li> <li>Civic Events Support</li> </ul>
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## Police

<p><b>Investigative</b>          Investigations – Follow-up and Initial          Process Crime Scenes          Search Warrants          Arrests          Serve on Major Crimes Task Force          Liaison and Coordination With Other Agencies</p>	<p><b>School Liaison / Community Resource Officer</b>          School Presentations          School Safety          Community Presentations          After School Activities          Juvenile Criminal Investigations          Juvenile Welfare Investigations          Arrests          Assist Other Agencies</p>	<p><b>Communications</b>          Receive and Dispatch Calls for Service          Operate Law Enforcement Information Network (LEIN)          Operate Computer Aided Dispatch (CAD) interface          Maintain Department Records          Fee Collection          Customer Assistance          Juvenile Welfare Investigations          Arrests          Assist Other Agencies</p>
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**FY 09-10 YEAR-END PROJECTION vs. FY 09-10 CURRENT BUDGET –**

- \$79,896 or a 3% decrease from the current budget and \$73,863 or a 3% decrease from the adopted budget.
- The decrease is primarily the result of less personnel costs from furloughs, less overtime, and less fuel and utility costs than budgeted.
- Please note that the Adopted and Current Year Budgets already reflected one less FTE Patrol Officer position due to the High School Liaison related cut made in FY 08-09.

**FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION –**

- \$66,813 or 3% increase.
- The increase results primarily from base budget adjustments across-the-board.
- In addition, \$4,500 of Cost Cutting Recommendations is included to balance the budget.

	2007-2008 ACTUAL	2008-09 ACTUAL	2009-2010 ADOPTED BUDGET	2009-2010 PROJECTED YEAR-END	2010-2011 ADOPTED BUDGET
Police	\$2,417,733	\$2,316,610	\$2,460,023	\$2,386,160	\$2,452,973



## Police

**2010/2011 PERFORMANCE OBJECTIVES:**

1. Manage Police Department resources as efficiently and effectively as possible toward goal of providing for the safety of the community. (City Goal 66).
2. Provide for the safety of the motoring public through traffic enforcement, accident investigation, and coordination with the Traffic Safety Advisory Board (City Goal 93).
3. Provide for the safety of the citizens through general patrol and investigative actions
4. To research the possibility of using Segway transportation devices in downtown as alternative to police bicycles (City Goal 27).
5. To coordinate with the City Attorney’s Office to review, and update if necessary, city ordinances regarding bicycles on sidewalks in downtown and dogs at civic events. (City Goal 21)

	Performance Indicators	2008 Actual	2009 Actual	2010 Estimate	2010 Budget
Output	Total Calls For Service	12,230	12,099	12,200	12,200
	Violent Crimes	76	76	80	85
	Non-Violent Crimes	962	845	900	950
	Accident Reports	283	272	275	280
	Felony Arrests	200	146	160	175
	Misdemeanor Arrests	780	824	800	800
	Juvenile Arrests	82	56	60	70
	OWI (Drunk Driving) Arrests	86	81	85	85
	Traffic Violations Issued	3,378	3,151	3,200	3,200
	Parking Tickets Issued	1,135	1,382	1,200	1,200
	Property Checks	3,367	3,057	3,100	3,100
	Traffic Safety Advisory Meetings	4	1	2	3
	Speed Monitor Deployments	58	44	50	55
	Efficiency & Effectiveness	Calls For Service per resident	1.7	1.7	1.7
Violent Crimes per resident		0.01	0.01	0.01	0.013
Non-Violent Crimes per resident		0.13	0.12	0.13	0.13
Felony Arrests per resident		0.03	0.02	0.02	0.02
Misdemeanor Arrests per resident		0.11	0.11	0.11	0.11
Juvenile Arrests per resident		0.01	0.01	0.01	0.01
Traffic Accidents per resident		0.04	0.04	0.04	0.04
OWI Arrests per resident		0.01	0.01	0.01	0.01
% Of Total Sworn Personnel in Patrol		80%	76%	76%	80%
Calls For Service per road patrol officer/sgt.		905	896	900	900
Traffic Violations per road patrol officer/sgt.		250	233	250	250
Total Arrests per road patrol officer/sergeant		79	76	80	80
Conviction Rate		95.7	96.0	96.0	96.0
Activity Expenditures as % of General Fund		27.13%	27.3%	28.75%	30.30%



## *Police*

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### **Highlights:**

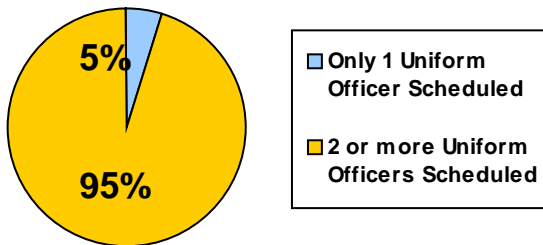
- There were no personnel changes with regular officers or command officers in the department during the year. Reserve Officer Jon Davis left the department to take a full-time position with Hamtramck FD, leaving the department with a total of two Reserve Officers.
- The High School Liaison Officer position was reinstated in September 2009 with the Brighton Area Schools paying for the full cost of an officer assigned to the high school during the school year. The reassignment of the officer from the road patrol to the school left a vacancy in road patrol staffing which was not filled due to budgetary constraints.
- The purchase of patrol vehicles previously scheduled for the year under the CIP was deferred for the second consecutive year.
- The purchase of additional Tasers previously scheduled for the year under the CIP were deferred for the second consecutive year.
- Body armor replacements scheduled for purchase this year under the CIP were deferred; however, the purchases were instead made from existing operating funds.
- The department participated with other public safety entities in the Livingston County to begin implementation of a countywide integrated records management system designed to improve productivity and improve information sharing. This project will continue into the next year.
- Departmental commendations were issued to officers for Meritorious Service, Distinguished Service, Community Service, Excellence, and Life Saving. Unit Citations were issued to the Property Unit and the Investigative Resources Unit. Chief Wightman was honored as the 2008 Officer of the Year.
- 16 members of the Police Department participated in the annual Livingston County Shop With A Cop program providing holiday cheer to local children in need.
- Sergeant Bradford and Officer Pirochta coordinated the department's sponsorship of a local family in need at Christmas providing gifts and food donated by members of the department and members of the community.
- The police building was refitted with energy saving lighting and switches intended to reduce energy costs.



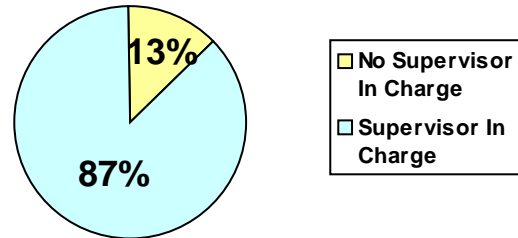
# Police

It has been an ongoing goal of the police department to improve both road patrol staffing and the level of road patrol supervision. Toward this endeavor the number of sergeants was increased from two to four beginning in August 2007. The road patrol was then reorganized into four twelve-hour shifts, each consisting of one sergeant and two officers. Two other officer assignments were designated as an afternoon overlapping shift (one on duty at a given time) to increase road patrol coverage and reduce the need for overtime when shortages occur on the regular shifts. Due to various factors, including hiring & training, and the reassignment of the school liaison officer, this patrol-staffing model did not become fully implemented until December 2008. Because the sergeants perform their supervisory duties in conjunction with road patrol functions, they are included as part of the road patrol analysis below. The below data was compiled after the scheduled dates thereby taking into account vacancies caused by leave time (vacation, personal, sick, etc.).

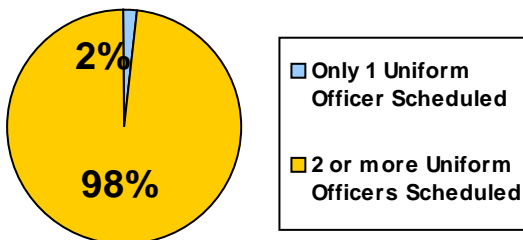
**2009 Uniform Officers Scheduled**  
(includes Command Officers)



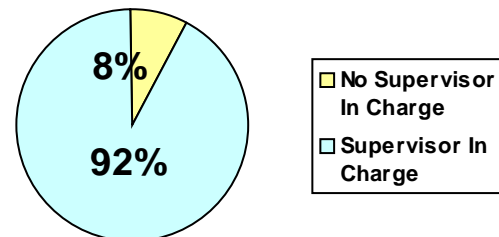
**2009 Supervisor In Charge**



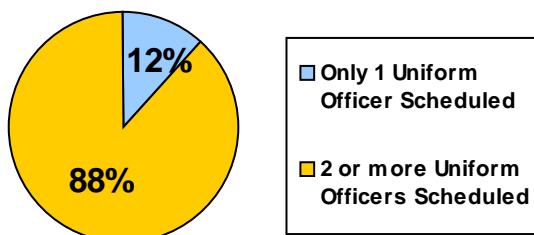
**2008 Uniform Officers Scheduled**  
(includes Command Officers)



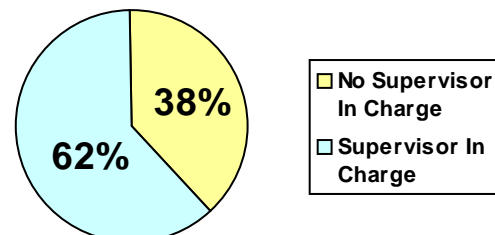
**2008 Supervisor In Charge**



**2006 Uniform Officers Scheduled**  
(includes Command Officers)



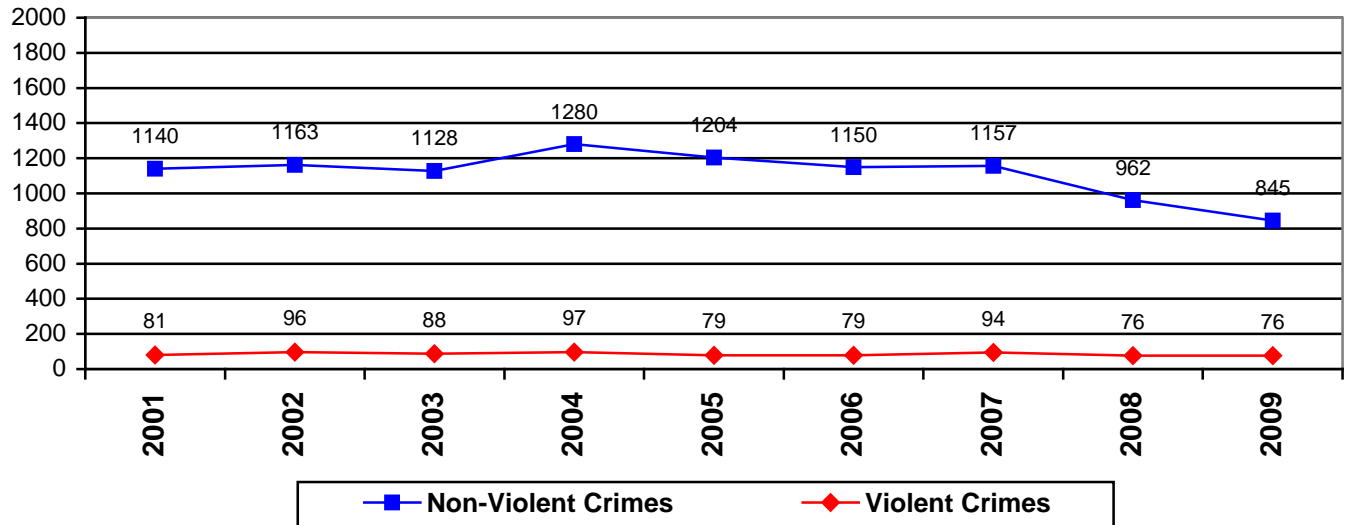
**2006 Supervisor In Charge**





# Police

## City of Brighton - Crime Trends

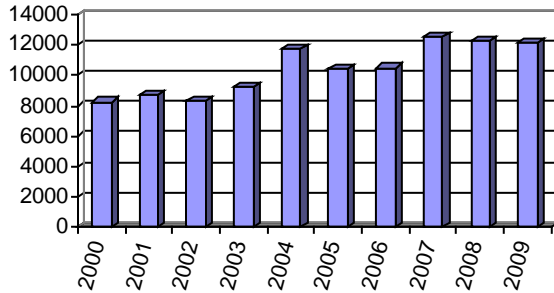


	2001	2003	2005	2007	2009	
Respondents rating the quality of police as <b>EXCELLENT</b>	55%	50%	55%	58%	37%	
Respondents rating the quality of police as <b>VERY GOOD</b> <i>(new rating option in 2009 survey)</i>	N/A	N/A	N/A	N/A	40%	
Respondents rating the quality of police as <b>GOOD</b>	26%	32%	24%	28%	16%	
Respondents rating the quality of police as <b>FAIR</b>	11%	11%	13%	9%	3%	
Respondents rating the quality of police as <b>POOR</b>	7%	7%	8%	4%	2%	
City service considered of highest importance. (with percentage selecting police, if available)	Police (57%)	Police (60%)	Police (59%)	Police (61%)	Police (63%)	
Uniformed Police presence and visibility should be:	Increased	34%	28%	30%	27%	22%
	Stay same	60%	64%	63%	65%	71%
	Decreased	2%	2%	4%	3%	4%
Feel safe walking and driving in the City of Brighton	N/A	N/A	N/A	94%	94%	
Feel safe at home or business in the City of Brighton	N/A	N/A	N/A	96%	97%	

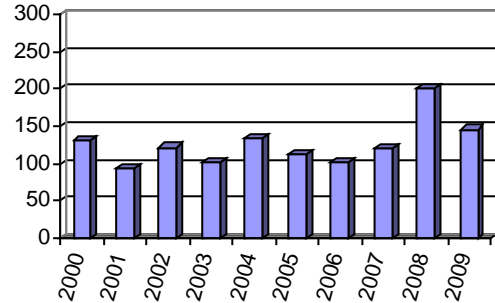


# Police

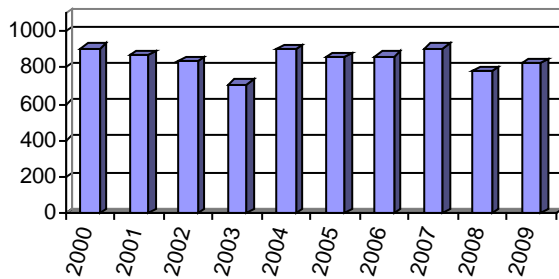
### Calls for Service



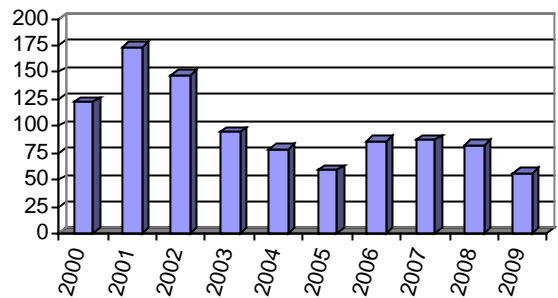
### Felony Arrests



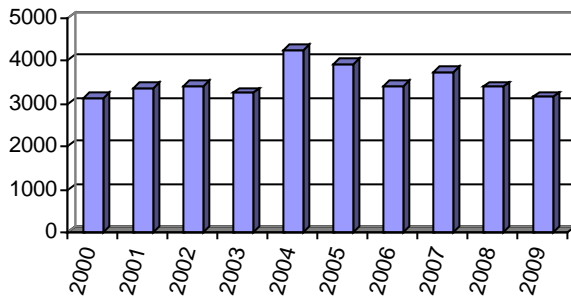
### Misdemeanor Arrests



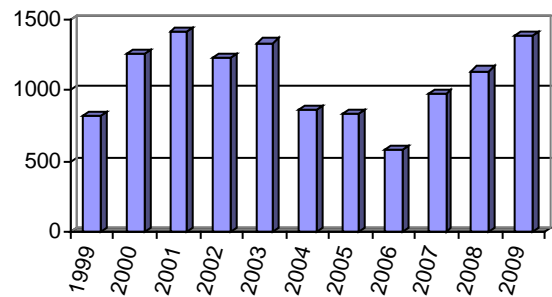
### Juvenile Arrests



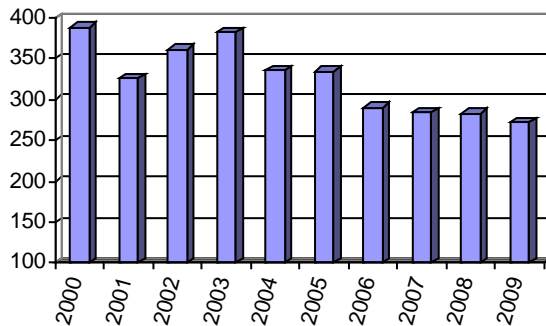
### Traffic Tickets



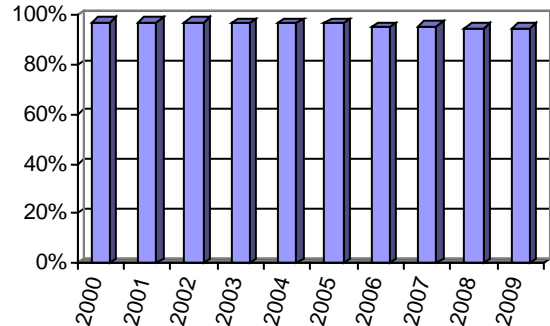
### Parking Tickets



### Accident Reports



### Conviction Rate





## *Department of Public Services*

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The Department of Public Services is comprised of General Administration, Building Maintenance, Cemetery Maintenance, Engineering and Architect, Street Lighting, Refuse Collection and Disposal and Facilities and Grounds Maintenance.

**FY 09-10 YEAR-END PROJECTION vs. FY 09-10 CURRENT BUDGET –**

- An overall \$111,392 or 5% decrease from the current budget and a \$92,023 or 4% decrease from the adopted budget. General Administration decreased by \$93,474 or 15% due primarily to reduced overtime, no planned part-time temporary help, health care savings, less fuel costs, and less utility costs. Facilities & Grounds increased by \$45,232 or 10% due primarily to increased Old Town hall expenditures related to the new use of the facility by COBACH, increased Millpond/Pavilion maintenance expenditures, increased Fire Hall maintenance expenditures, and increased Community Center maintenance and utility expenditures. Cemeteries decreased by \$65,650 or 21% due primarily to lower personnel costs from a reallocation of personnel to the streets and facility & grounds divisions, and no planned part-time temporary help. Engineering & Architect are projected to end the year at budget. Street Lighting increased by \$18,780 or 8% due primarily to additional lights installed in the City at the Grand River/I-96 interchange area and for the new Second Street Parking Lot. Refuse Collection and Disposal decreased by \$16,280 or 3% due to less unit customers billed for compared to FY 08-09.

**FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION –**

- The \$139,402 or 6.5% decrease, which is a \$231,425 or 10% decrease from the FY 2009-10 adopted budget, results primarily from base budget adjustments and cost cutting recommendations as outlined by division as follows. General Administration decreased by \$95,960 or 17%, which includes the elimination of part-time temporary help and leaving the recently vacated DPS Maintenance Worker position vacant for the entire fiscal year, i.e., 9 additional months; Facilities & Grounds decreased by \$52,167 or 10% due primarily to the lack of one-time OTH renovations, one-time light and camera expenditures in the Millpond/Pavilion area, one –time Fire Hall maintenance expenditures, and less cleaning at the Community Center due to less rentals in 10-11. Cemeteries decreased by \$6,217 or 3%, which includes the elimination of part-time temporary help. Engineering & Architect decreased by \$1,350 or 4% due to less non-project related engineering and architectural services than projected for FY 09-10. Street Lighting increased by \$13,250 or 5% due primarily to an anticipated rate increase. Refuse Collection and Disposal increased by \$3,042 or 1% due to the net of contract increases and the elimination of spring clean up.
- The Department submitted two Additional Operational Funding Requests totaling \$4,200, without any recommended funding sources. These requests are included in a separate section of the budget document. The Additional Operational Funding Requests are not included in the adopted FY 2010-11 Budget.

\	<b>2007-2008 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-2010 ADOPTED BUDGET</b>	<b>2009-2010 PROJECTED YEAR-END</b>	<b>2010-2011 ADOPTED BUDGET</b>
<b>DPS</b>	\$2,350,618	\$1,960,134	\$2,213,503	\$2,121,480	\$1,982,078



## *Department of Public Services*

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***Mission Statement- To provide delivery of all necessary Public Services for the City of Brighton in the most cost efficient, high quality and rapid manner possible.***

The Department Of Public Services is responsible for the delivery of all necessary services to maintain the roads, public facilities, grounds, cemetery, water, wastewater and storm sewer system in high quality condition. This includes administrative functions for all divisions, financial review and control of General Fund and Utilities Funds budgets, and division personnel direction in order to deliver these services. The Department also provides for both in house and vendor provided safety training, and personnel advancement training in the appropriate venues. The Department also performs various contractual oversights with service providers for the City of Brighton such as janitorial services, refuse and recycling and provides for City owned construction project oversight and control. The Department, through its administrative staffing, provides for establishment and review of service priorities in order to accomplish the Goals and Objectives as established by the City Council and under the direction of the City Manager.

### **2010 - 2011 Performance Objectives**

1. Continue to finalize all portions of APWA Certification to bring partial completed procedures to full compliance.
2. Continue construction Management and oversight for all city and DDA construction projects within the corporate boundaries of the City of Brighton, including curb and gutter, downtown enhancements, roadway rebuild and resurfacing, and infrastructure rehabilitation. (City goal 73, 90)
3. Continue to work on installation of energy savings equipment at all city owned buildings and structures, including lift stations and water towers. (City goal 13)
4. Continue to refine all activities of DPS in order to reduce overall costs of department as much as possible while not reducing level of service to an extent that is unacceptable. (City goal 4, 81)



## Department of Public Services

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***Mission Statement: The City of Brighton Cemetery Division's mission for operations is to provide for the maintenance and upkeep of the City of Brighton's public cemeteries in order to preserve a sense of reverence and reflection for private remembrance.***

The Cemetery Division is responsible for the upkeep, maintenance and for the performance of burials in Fairview, Brighton Hills and the Veterans Memorial Cemetery's, and maintenance in the historical Village Cemetery in downtown Brighton. This includes all grounds maintenance procedures, shrub and decorative plants maintenance, and reclamation of neglected gravesites. This also includes ensuring compliance with all applicable rules and regulations established by the City of Brighton and state and federal rules as related to cemetery operations.

### **2010 - 2011 Performance Objectives**

1. Continue reclamation of neglected gravesites within Fairview and Brighton Hills. Work with citizens on reclamation of Old Village Cemetery. (City goal 28)
2. Continue to ensure security enhancements at Fairview and Brighton Hills Cemetery.
3. Conduct review of cemetery rules and regulations pursuant to Public Hearings in March of 2010. (City goal 29, 30, 31)

***Mission Statement- The City of Brighton Facilities and Grounds Division's mission for operations is to provide for an aesthetically pleasing appearance for all downtown public areas and facilities, to provide for support for all Civic and Holiday Events and to provide for the physical maintenance of all city owned grounds in all manner necessary to maintain and to improve upon the existing high standards expected in the City of Brighton.***

### **2010 - 2011 Performance Objectives**

1. Develop methodology to provide maintenance in downtown public areas with reduced summer staff.
2. Continue working on repairs and maintenance at Imagination Station. (City goal 74)
3. Continue to work towards cost savings for staff support during Civic Events. (City goal 61)



## Department of Public Services

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### 2009 – 2010 Significant Accomplishments

- Achieved American Public Works Association Accreditation for the Department of Public Services, making the City of Brighton DPS the smallest public services agency in the North American continent, and the first in the State of Michigan to achieve this APWA Accreditation.
- Continued to work with DTE Energy to ensure timely repair of all street light outages within the corporate boundaries of the City of Brighton.
- Continued to perform the identified work from the Davies Tree Study in conjunction with the City of Brighton Street Tree Care and Maintenance Program, to including specific removals and continued yearly pruning. Also maintained the Tree City USA designation for the City of Brighton.
- Continued with a program of removal of trees that have become unmanageable or unsightly due to growth or disease in the City of Brighton Cemeteries.
- Reviewed procedures for initiating City snow and storm responses and developed additional formal processes for same with the Police Department and Brighton Area Fire Department.
- Continued efforts to reduce waterfowl feeding and associated negative aesthetic and health issues around Mill Pond Park Area by placing “Do Not Feed Waterfowl” signs around the millpond and placing information on the City’s cable channel and website.
- Continued educational efforts for staff to improve ability to provide more in-house vehicle maintenance and repair efforts. Completed electrical service along Main St. and in the Municipal Parking lot at the City Hall site in order to accommodate the increasing needs for electrical service at Civic Events and the Farmers Market.
- Continued to provide management level oversight for Civic Events held in the City of Brighton and “emergency” real time event support for several Civic Event related problems that surfaced on the Event date.
- Developed an RFP, contracted and oversaw/coordinated the construction of a new 14,400 LF Public Parking Lot on the vacant CSX property adjacent to N. Second Street.
- Provided construction project oversight for the Mill Pond Lane Bypass Sewer Project and Main Street St. Mill and Repave ARRA funded Projects. The Main Street Mill and Repave project included the replacement of the existing sidewalk pavers and curbing at First, Hyne and West in an effort to comply with A.D.A. laws.
- Oversaw and coordinated the Orndorf Reconstruction Project including complete pavement, curbing and base removal and replacement, including the relocation of water main and the addition of new decorative street lights.
- Provided construction project oversight for the Main St. and Grand River Avenue Corners DDA funded Improvements Project, including several citizen and business owners project review meetings to obtain their input regarding these projects.
- Developed and initiated e-mail update program for residents and business owners for all city related construction projects during the 2009 construction season.
- Provided support for 22 Civic Events, including man-hour intensive events such as Art Fest, Smokin’ Jazz and Blues, and other significant Civic Events. Included on site electric set up and provision and trouble shooting to ensure events power needs were met.
- Continued enhanced downtown refuse control through seven day a week, with additional as need control runs on weekends and during heavy use periods during the weekdays.
- Performed annual installation of flowers in various areas of city, including Spencer Island at dual medians on Spencer Rd at I 96 interchange.
- Provided restoration services for green spaces and plantings at residences pursuant to City-performed maintenance work and contracted work as necessary.
- Oversaw and coordinated the vacant OTH building in renovating and retrofitting for use by the newly formed COBACH entity
- Oversaw and coordinated various contractual tree and brush clean up and removal in supporting the Historical Society’s Village Cemetery improvement effort.



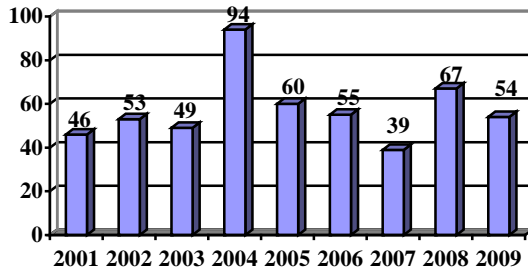
## Department of Public Services

	Performance Indicators	2008 Actual	2009 Actual	2010 Estimate	2011 Budget	
Output	Miles of Roads in City (Major & Local)	26	27	29	30	
	Additional Streets & Roadways (Miles)	3	1	2	0	
	ROW Trees Planted	10	15	6	10	
	ROW Tree Removals	30	25	23	26	
	Leaf Collection Hours	1,653	1,658	1,775	1,695	
	Vehicle R&M Hours	625	548	558	577	
	Annual ACT 51 Reports Generated	1	1	1	1	
	Signs Installed/Replaced	45	44	45	45	
	Sidewalk Repairs (Hours)	440	581	515	512	
	Snow & Ice Control (Hours)	1,680	1,840	1,347	1622	
	Sidewalk Snow Removal (Hours)	889	649	587	708	
	Salt Use (Tons)	2,220	2,300	1,923	2148	
	Traffic Signals Repaired (Ea)	13	19	17	16	
	Pothole Patching – Tons of Patch used	30	30	32	31	
	Millpond Park R&M Hours	2,764	2,526	2,664	2651	
	Downtown Cleaning Mini-vac	255	256	258	256	
	Pocket Park R&M Hours	35	34	170	200	
	City Hall/Comm. Ctr Support Hours	271	290	298	286	
	Efficiency	Street Sweeping Hours	912	912	90	90
		Storm Line Cleaning Hours	1,382	1,376	0	0
Catchbasin R&M Hours		660	678	680	673	
Headstone (Foundation) Install		48	45	44	46	
Grave Openings		67	54	53	58	
Injuries Claimed to be fault of Grounds or Equipment		0	0	0	0	
Refuse Collection Costs per Resident		\$65.45	\$68.99	\$70.56	\$73.03	
Property Damage Due to Snow Removal Operation		\$207.78	\$1,292	\$1,537	\$250	
Activity Expenditures as % of General Fund	26.37%	23.10%	25.56%	24.49%		

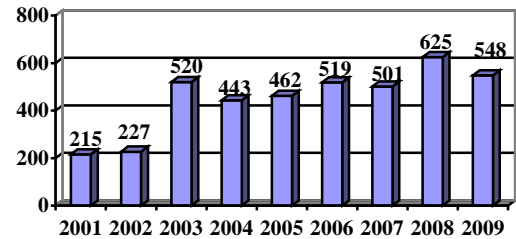


# Department of Public Services

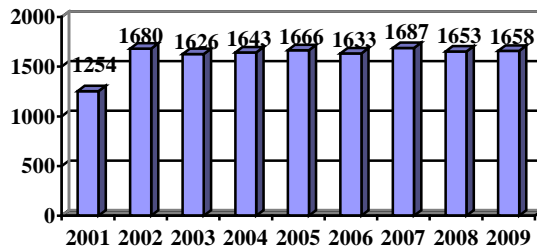
**Grave Openings**



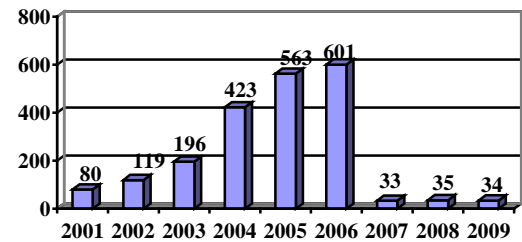
**Vehicle R&M Hours**



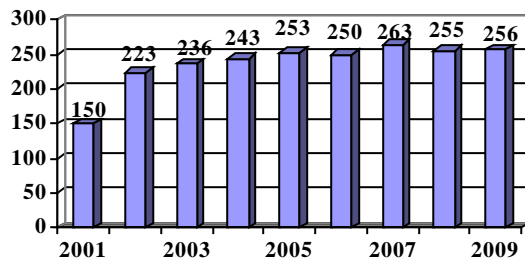
**Leaf Collection Hours**



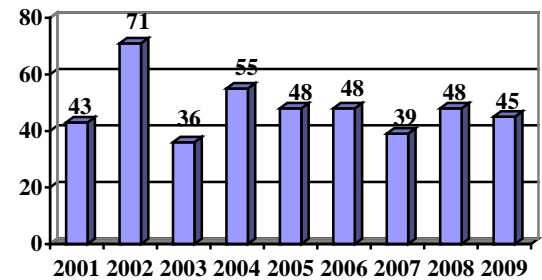
**Pocket Park R&M (Hours)**



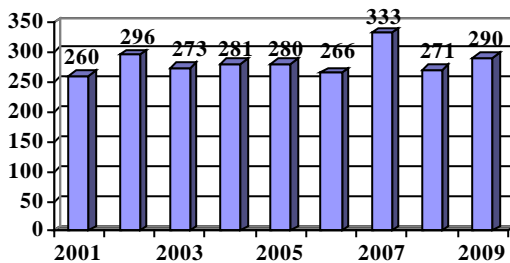
**Downtown Cleaning (Mini-vac hours)**



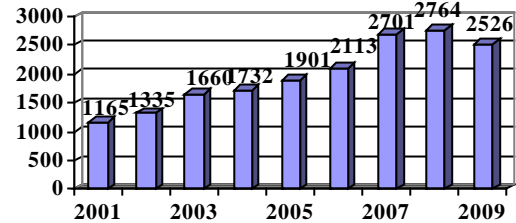
**Headstone (Foundation) Install**



**City Hall/Comm Ctr Support (Hours)**



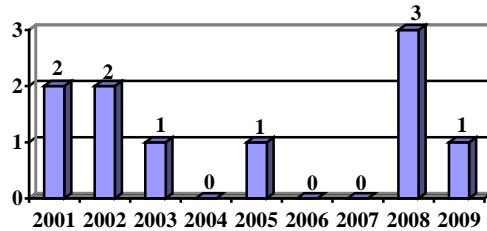
**Millpond Park R&M (Hours)**



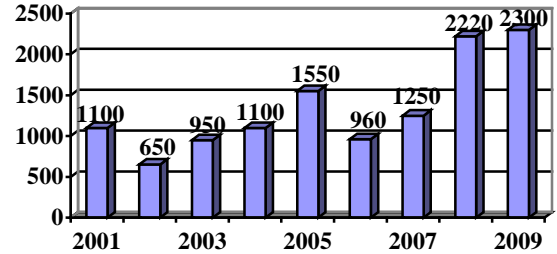


# Department of Public Services

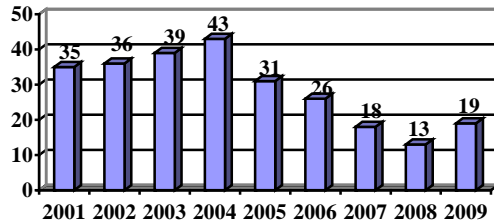
Additional Streets & Roadways (Miles)



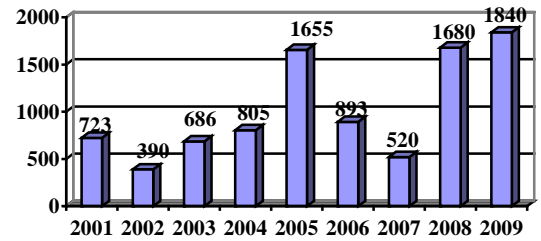
Salt Use (Tons)



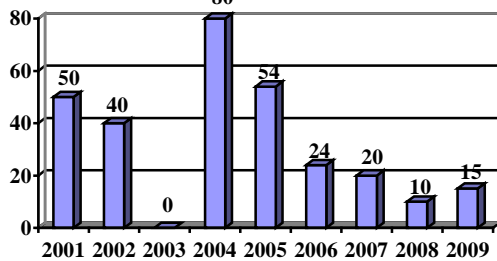
Traffic Signals Repaired



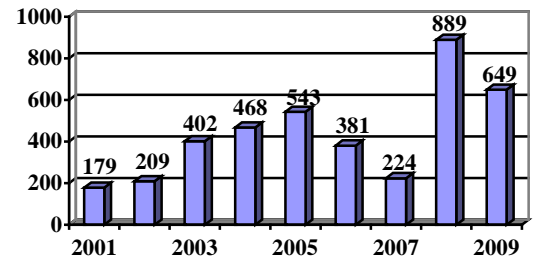
Snow & Ice Control (Hours)



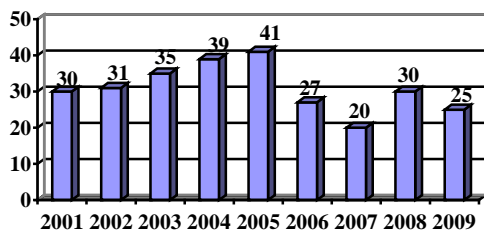
ROW Tree Plantings



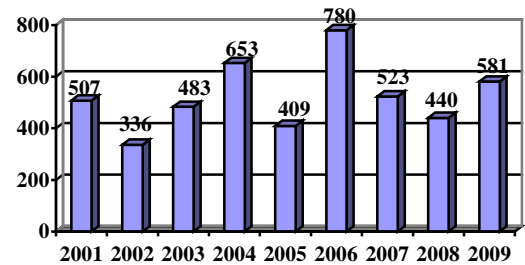
Sidewalk Snow Removal (Hours)



ROW Tree Trimming & Removals



Sidewalk Repairs (Hours)





## *Planning/Community Development*

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The Planning/Community Development Department administers planning and development regulations, through the application of the Zoning Ordinance and Building Code, from initial review to field inspections, in order to ensure that community growth occurs in an orderly, managed fashion with an emphasis on quality and sustainability. Planning/CD also undertakes long-range planning for the City, which includes reviewing new development concepts for consistency with the City's adopted Master Plan and other guiding documents such as the 2003 Downtown Blue Print and the Principal Shopping District Tactical Marketing Plan. Planning/Community Development staff work directly with the development community including real estate agents, architects, engineers, builders and building owners, and the public at large, to provide land use guidance in determining how property can be used and developed. The Planning/Community Development Department also provides technical and administrative support for the Planning Commission, Zoning Board of Appeals, Construction Board of Appeals, and City Council in matters related to growth and development in the City. In addition to the foregoing boards and commissions, the Planning/Community Development Department manages the City's Capital Improvement Program planning process, which includes participation by the Downtown Development Authority, and its consulting architect.

Planning/Community Development also provides the following services:

- Administration of the city's building & building safety programs as well as code enforcement.
- Site plan review procedures and administration
- Sign ordinance enforcement
- Capital Improvement Program (CIP) administration
- Assistance to customers with variance requests.

The Building Division enforces rules and regulations regarding the inspection and approval of all construction and alterations within the City. This division also enforces compliance with all local ordinances to ensure health, safety and welfare.

Since 2006 the P/CD Department has provided administrative and technical support for the City's Principal Shopping District Board of Directors. In addition to the PSD Board the P/CD Department staff has served as the City liaison and administrative support for the Brighton Arts & Culture Commission.

### **FY 09-10 YEAR-END PROJECTION vs. FY 09-10 CURRENT BUDGET –**

- \$80,789 or 16% decrease from the current and adopted budget.
- The decrease is the result of \$6,655 less expenditures in the Department's Administration Division in a variety of personnel and supply accounts, \$28,546 less expenditures in the Building Code Enforcement Division in a variety of personnel and contractual accounts, \$15,588 less expenditures in the Planning & Engineering Division, and \$30,000 less expenditures in the Main Street Program Division (due to a corresponding reduction in the appropriation from the PSD Fund).

### **FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION –**

- \$17,781 or 4% decrease.
- The decrease which is a \$98,570 or 19% decrease from the FY 2009-10 adopted budget, results from a \$26,700 decrease in the Department's Administration Division, from the additional reallocation of staff costs to the LDFA Fund to help balance the General Fund and a net of base budget adjustments and cost cutting recommendations; a \$11,861 increase in the Department's Building Code Enforcement Division, from base budget adjustments; and a \$2,942 decrease in the Planning & Engineering Division for projected contractual services and cost cutting recommendations.



## *Planning/Community Development*

	<b>2007-2008 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-2010 ADOPTED BUDGET</b>	<b>2009-2010 PROJECTED YEAR-END</b>	<b>2010-2011 ADOPTED BUDGET</b>
<b>Community Development</b>	\$510,462	\$376,748	\$511,985	\$431,196	\$413,415

**2010-11 Performance Objectives:**

1. Move the Main Street Program from paper/concept into reality in 2010. (City goal 11)
2. Consider the facilitation of Increased Density with our developments and redevelopments (City goal 15)
3. Pursue installation of waterless fixtures in City’s public facilities and promote same in private developments in our site plan review processes (City goal 16)
4. Consider the facilitation of increased mixed-use in our developments/redevelopments (City goal 17)
5. Install bicycle racks at key points in the community (City goal 20)
6. Review/update ordinances re: possibly amend/modify/rescind current prohibition of bicycles on sidewalks (City goal 21)
7. Develop definitive plan for sidewalk repairs (City goal 22)
8. Develop definitive inventory of sidewalk “gaps” that need to be filled in (City goal 23)
9. Renew attention/focus on Grand River avenue traffic congestion (City goal 24)
10. Pursue further analysis and research for the Reenders public housing alternative (City goal 32)
11. Pursue implementation of the Main Street Program’s recommendation to develop common and implemented design standards for the community (City goal 33)
12. Keep the Northwest Neighborhoods’ residential curb and gutter CIP on the high priority list (City goal 35)
13. Bring review of the City Staff blight removal task force to the City Council to update the Council on the task force’s pending work (City goal 36)
14. Pursue work on developing zoning ordinance amendments for building heights consistent with MML 21<sup>st</sup> Century Community Design Concepts (City goal 39)
15. Pursue work on developing zoning ordinance amendments affecting density of new and/or redevelopments consistent with MML 21<sup>st</sup> Century Community Design Concepts (City goal 40)
16. Pursue work on ordinance amendments affecting downtown-related off-street parking regulations/requirements consistent with MML 21<sup>st</sup> Century Community Design Concepts (City goal 41)
17. Pursue implementation/work on implementing the recommendations of the recently completed DDA-funded Downtown Parking Study (City goal 42)
18. Pursue possible MML 21c3 staff’s review/auditing of existing City practices and processes affecting business development/growth and redevelopment in the community with City staff to identify areas of improvement in the City’s ability to facilitate entrepreneurship (City goal 43)
19. Also Consider use of related resources from area colleges/universities for similar reviews with City staff (City goal 44)
20. Create an identifiable package of new incentives to attract new business and to promote/encourage expansion/growth of existing businesses (City goal 46)
21. Pursue active outreach to area community colleges/universities for economic development and enhanced education purposes/opportunities in our community (City goal 51)
22. Resume “Project Funding Provided By” signs on all City and/or DDA related construction projects in the City so that the public will clearly know how a given project is being funded (City goal 54)
23. Create a package of new incentives and related process improvements for qualifying commercial projects (City goal 58)



## *Planning/Community Development*

**2010-11 Performance Objectives (continued):**

- 24. Increase the City’s activity with respect to proactive industrial economic development/business attraction and with an eye towards the Green Initiatives-related goal category’s objectives for such new businesses (City goal 59)
- 25. Continue promotion and encouragement of downtown-based civic events (City goal 61)
- 26. Evaluate the effectiveness/impact of the CoBACH that opened to the public November 18, 2009 to answer the question six or twelve months from now of “did this public investment and experiment work/produce for us?” City goal 63

	Performance Indicators	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2011 Estimate
Output	Total Permits Issued	308	258	220	220
	Total Inspections Performed	1,752	1,509	1,300	1,300
	Site Plans Reviewed	20	15	15	15
	Planning Commission Meetings Held	12	10	12	12
	Zoning Board of Appeals Meetings Held	9	9	9	9
	Efficiency	% Of Inspections Performed on Schedule	100%	100%	100%
% Of Commercial Plans Reviewed within 20 days		100%	90%	90%	90%
% Of Residential Plans Reviewed within 10 days		100%	100%	100%	100%
Market Value of Building Permits		\$7,971,260	\$5,103,742	\$3,900,000	\$3,000,000
% Of Site Plans Reviewed/Approved by PC & Council w/I 45 day period		85%	95%	95%	95%
% Of Rezoning/Ordinance Amendments Reviewed/Approved by PC & Council w/I 90 day period		100%	75%	75%	75%
Activity Expenditures as % of General Fund		5.73%	4.44%	5.20%	5.11%



## *Planning/Community Development*

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### **FY 2009-10 Significant Accomplishments**

- P/CD staff initiated and monitored status of lease agreements with various wireless providers in the City located on City-owned property.
- Subsequent to the successful award of two MSHDA Infrastructure grants submitted by Planning/CD in the total amount of \$975,000, with \$4,000 in administration fees, several critical downtown infrastructure projects were begun and completed including: 1) Mill Pond Bypass Sewer, 2) Second Street Municipal Parking Lot, and 3) the Main/4 Intersection upgrade. In addition to the infrastructure grant funding, a façade grant in the amount of \$200,000 was used for the exterior improvements for Sagano Japanese Steakhouse & Sushi Bar, located at the center of downtown. The total private investment leveraged with the use of the MSHDA grant funds exceeded \$1 million.
- Subsequent to the successful award of a \$ 460,200 MDOT Category A Grant from the Michigan Dept. of Transportation, as prepared by the P/CD Dept., the Orndorf Drive reconstruction project was undertaken and completed. Pursuant to the grant conditions, Eberspacher N.A. proceeded with the retooling of their facility located in the Paramount Industrial Park. The MDOT Category A grant reduced the amount of special assessment on the benefiting property owners by approximately half.
- A \$3,000 Arts Alliance grant from the Michigan Council on Arts and Cultural Affairs was awarded to the City pursuant to an application submitted by the P/CD staff to help fund the second phase of the Brighton Outdoor Sculpture Exhibit. The City's Arts & Culture Commission implemented the second phase of the exhibit with the installation of 15 new works by a total of 8 artists, 6 of who were new to the Brighton exhibit.
- P/CD staff managed the implementation of the Michigan Main Street program pursuant to the successful award of the Associate level status in July 2008. A total of six members from the Principal Shopping District, City staff and City Council attended a total of six required workshops sponsored by the Michigan Main Street program and required by contract as an Associate Level Michigan Main Street community. The City opted to not apply for Select status in 2009 since we had not met one of the most important criteria, i.e., develop a five-year Main Street budget including funding sources. We plan to apply for Select status in 2010 if the budget issues have been resolved. In the interim, additional members from the PSD, DDA, and Chamber will attend the Main Street workshops to promote awareness and support for the program.
- P/CD staff successfully secured a \$400,000 Downtown Infrastructure grant commitment from the Michigan Strategic Fund in November 2009 for a second \$400,000 grant for the Cemetery Parking Lot and affiliated Streetscape project. This grant will be used to leverage a \$2 million mixed use development (205 West) at the corner of St. Paul Street and Grand River Ave. scheduled for construction in spring 2010. The added tax capture from the 205 West project is estimated to be approximately \$7,500/yr. (FY 2010 City Council Financial goals 1-4).
- Site development begun and completed for Tim Hortons/Country Lane Flowers retail project at St. Paul/Grand River.
- Remodeling begun and completed for Sagano Japanese Steakhouse & Sushi Bar located on Mill Pond Lane in center of downtown.
- Red Flag meeting held for Leaf, Barley & Vine in March 2009. Redevelopment Liquor License process was successfully completed in August 2009 in time for grand opening of new bar/restaurant in October.
- Demolition of the old TCF Bank building completed in July 2009 pursuant to the conditional zoning agreement for the construction of the new TCF building in 2008.
- Proposed City Tree Fund established with \$10,000 check from TCF pursuant to conditional zoning agreement.
- Site Plan Review meetings held for proposed drive-thru pharmacy for Meijer. Construction set to begin Spring 2010.



## *Planning/Community Development*

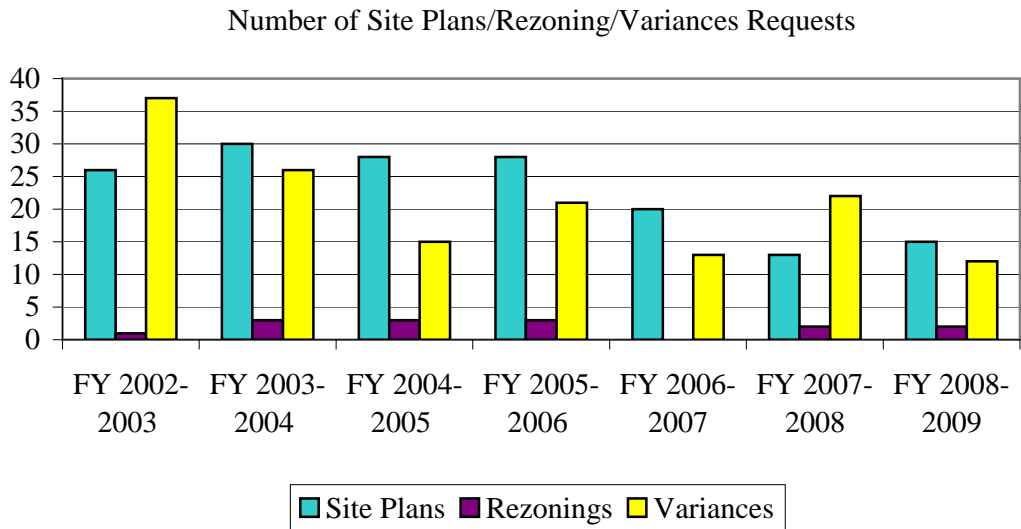
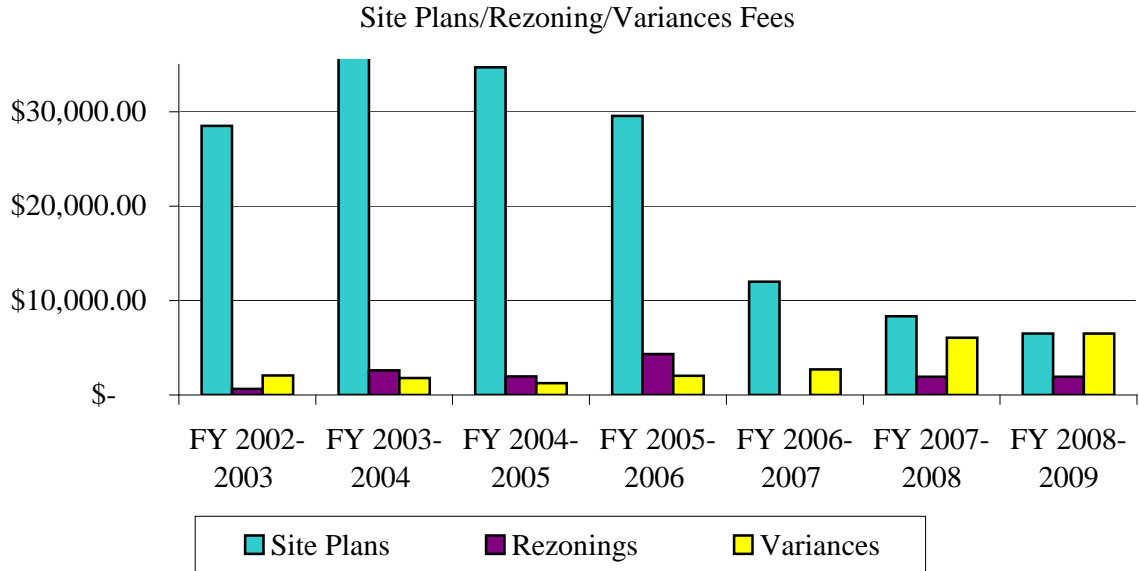
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### **FY 2009-10 Significant Accomplishments, continued**

- Series of “Red Flag” meetings held with owners of Canopy and CVS complex to review improvement plans. Redevelopment and rehabilitation incentives were discussed with owners.
- Orndorf Nature Preserve project initiated in March 2009 by P/CD Dept. staff with site review and site tour with representative of Livingston County Land Conservancy. The first phase of the project, i.e., the property donation was ultimately completed in December 2009.
- Continued the implementation of the Principal Shopping District (PSD) Tactical Marketing Plan including significant promotional activities for Outdoor Café Promotion, Holiday Glow, Summerfest, and Ladies Shopping Night Out. The PSD developed a multi-media advertising campaign including the Press & Argus, WHMI and WJR radio, the PSD Website and direct mail.
- P/CD staff conducted discussions with the City of Howell and Brighton Township for purchase of City of Brighton building department services. Several presentations made by staff to representatives of both communities. Brighton Township ultimately determined to utilize existing County services. (FY 2010 City Council Financial Forecast goal #4).
- P/CD staff provided proposal for shared building services to Green Oak Township.
- P/CD continued to utilize audience friendly PowerPoint format for Planning Commission meetings with an emphasis on graphics for monthly PC meeting.
- Continued department emphasis on field checking projects under construction for site plan compliance.
- Pursuant to FY 2010 Council Goal # 3 (Redevelopment Liquor License Policy) the P/CD staff continued to assist with the acquisition of new licenses for Sagano Japanese Steakhouse & Sushi Bar, LaMeena Mediterranean Restaurant and Leaf, Barley & Vine. As of August 2009 Sagano had secured their license and was able to include liquor service with their grand opening.
- P/CD staff assisted with Manager-directed CoBACH launch. (August 2009)
- P/CD Director secured informal commitment for private contribution of \$30,000 for Select Main Street budget (Goals 11-14)
- P/CD Director met with 205 West developer as well as owner of Virginia’s salon site to review application of Michigan Brownfield program to site. (#22)
- P/CD Director met with several members of DDA to explore use of tax incentives and façade program for businesses in DDA district. (#22)
- P/CD Dir. and Deputy Planner attended Michigan Downtown Conference and attended sessions that included: Niche Marketing Success Through Creativity and Collaboration and What’s New and Cool in Downtown Housing (#45)
- City Council-appointed Joint Main Street Program Subcommittee met several times to review organizational proposals from P/CD Director and arrived at recommendation for presentation to DDA. (11-14)
- Red Flag meeting held for expansion of Willowbrook Rehabilitation Center.
- Through enforcement efforts of Building Official, Challis Road Apartments were required to connect to City’s sanitary sewer system at a cost of \$44,135 in connection charges. (#17)
- BACC board members toured Lapeer Center for the Arts and Pix Theatre in Lapeer, Mi. on 10-20-09 to see a City-owned facility in action.
- P/CD staff initiated pocket park concept for 205 West development and met with owner to secure support. (#54, 71)
- P/CD staff (Dep. Planner & P/CD Clerk) attended MEDC Community Development Workshop in Jackson, MI on 11/3/09 (#22, 51-54).
- At the direction of the Chamber of Commerce Director, P/CD staff held “Red Flag” meeting on 12/16/09 with Brian Jones and Dr. Ed. Loniewski to review their request for funding assistance and development plans for a redevelopment project for the Pink Hotel.



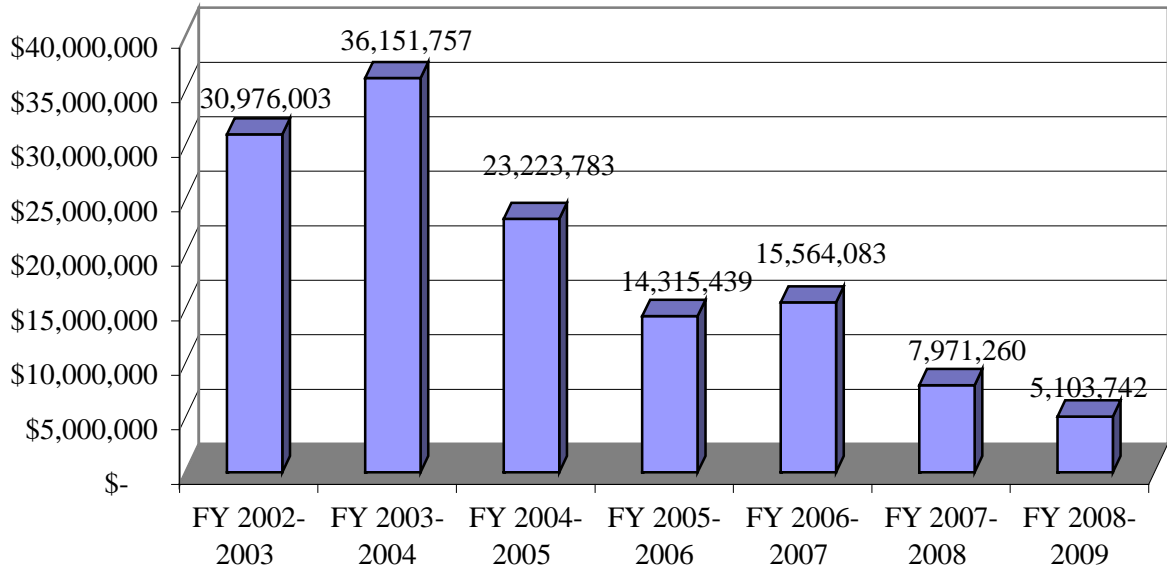
## Planning/ Community Development



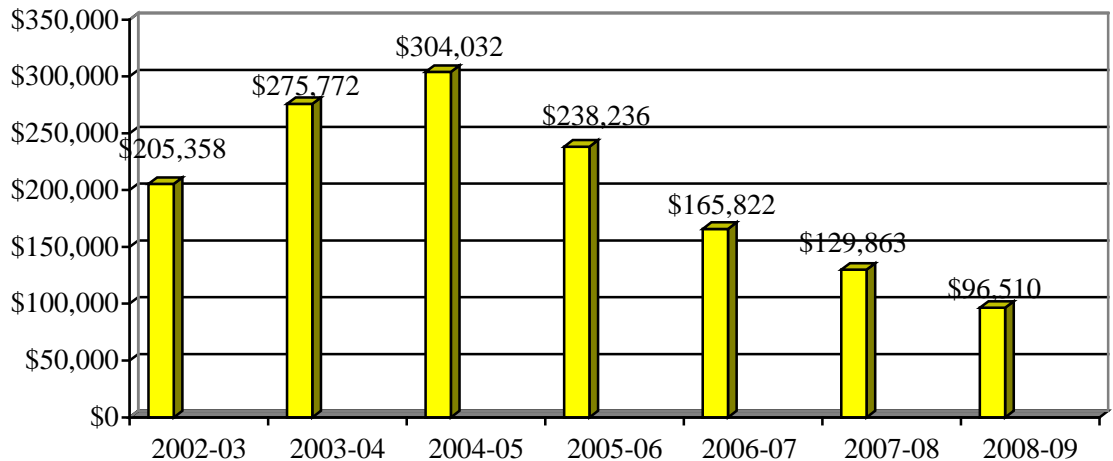


## Planning/Community Development

Estimated Value of Construction



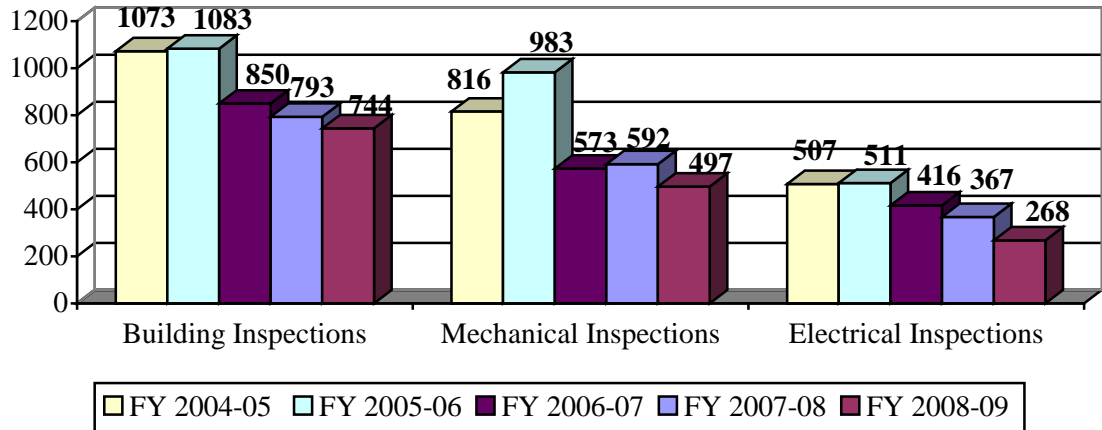
Building Permit Fees



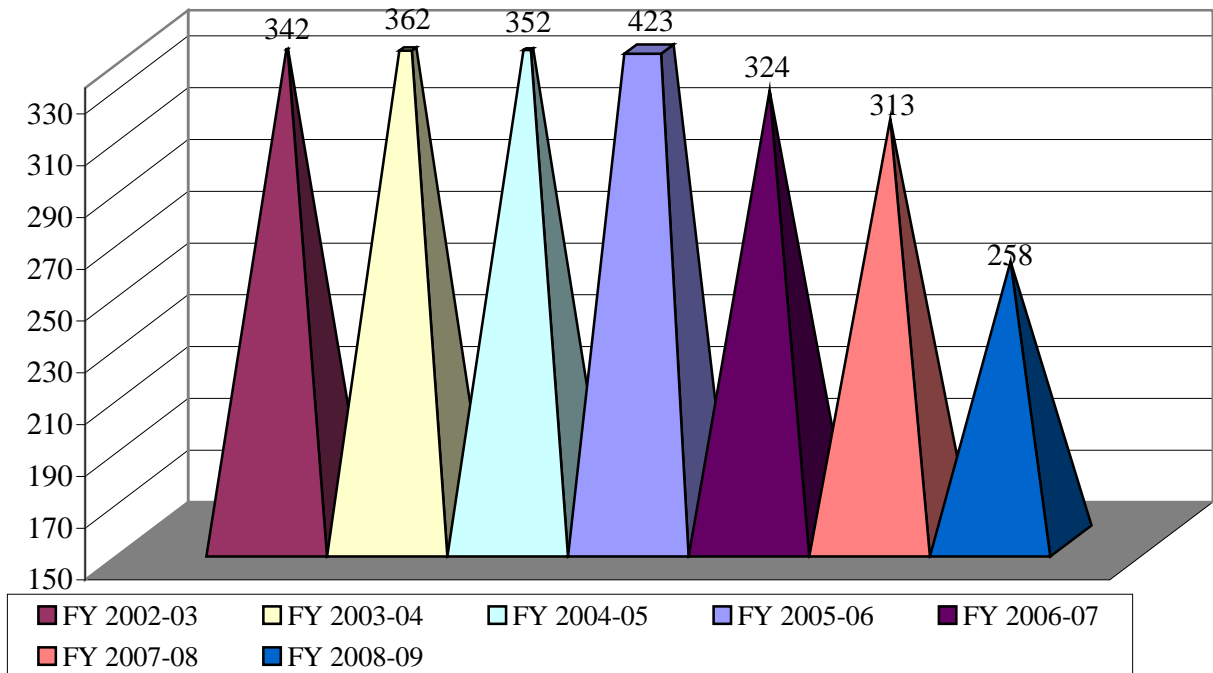


## Planning/Community Development

Community Development Inspections



# of Building Permits





## Planning/Community Development

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### Building Permits Fiscal Year 2006-2007

MONTH	EST. COST	# OF PERMITS	YR TO DATE	PERMIT FEES
July	\$ 513,427	34	\$ 513,427	
August	\$ 1,222,490	25	\$ 1,735,917	
September	\$ 387,100	22	\$ 2,123,017	
October	\$ 293,800	18	\$ 2,416,817	
November	\$ 797,778	22	\$ 3,214,595	
December	\$ 307,640	18	\$ 3,522,235	
January	\$ 178,737	10	\$ 3,700,972	
February	\$ 876,934	34	\$ 4,577,906	
March	\$ 1,144,846	25	\$ 5,722,752	
April	\$ 6,678,750	14	\$ 12,401,502	
May	\$ 861,376	48	\$ 13,262,878	
June	\$ 2,301,205	54	\$ 15,564,083	
<b>Totals</b>		<b>324</b>	<b>\$ 15,564,083</b>	<b>\$ 165,822.00</b>

### Building Permits Fiscal Year 2007-2008

MONTH	EST. COST	# OF PERMITS	YR TO DATE	PERMIT FEES
July	\$ 1,507,193	42	\$ 1,507,193	
August	\$ 602,909	32	\$ 2,110,102	
September	\$ 77,700	18	\$ 2,187,802	
October	\$ 702,400	31	\$ 2,890,202	
November	\$ 714,745	19	\$ 3,604,947	
December	\$ 70,142	8	\$ 3,675,089	
January	\$ 257,065	10	\$ 3,932,154	
February	\$ 327,471	14	\$ 4,259,625	
March	\$ 128,525	12	\$ 4,388,150	
April	\$ 530,820	25	\$ 4,918,970	
May	\$ 2,649,560	54	\$ 7,568,530	
June	\$ 402,730	43	\$ 7,971,260	
<b>Totals</b>		<b>308</b>	<b>\$ 7,971,260</b>	<b>\$129,863.00</b>



## Planning/Community Development

### Building Permits Fiscal Year 2008-2009

MONTH	EST. COST	# OF PERMITS	YR TO DATE	PERMIT FEES
July	\$ 1,561,023	53	\$ 1,561,023	
August	\$ 137,126	29	\$ 1,698,149	
September	\$ 754,332	20	\$ 2,452,481	
October	\$ 145,390	28	\$ 2,597,871	
November	\$ 796,401	17	\$ 3,394,272	
December	\$ 57,750	9	\$ 3,452,022	
January	\$ 70,997	9	\$ 3,523,019	
February	\$ 127,150	10	\$ 3,650,169	
March	\$ 702,100	12	\$ 4,352,269	
April	\$ 161,188	12	\$ 4,513,457	
May	\$ 372,950	32	\$ 4,886,407	
June	\$ 217,335	27	\$ 5,103,742	
<b>Totals</b>		<b>258</b>	<b>\$ 5,103,742</b>	<b>\$ 96,510</b>

### Building Permits Fiscal Year 2009-2010 (Through 12/31/09)

MONTH	EST. COST	# OF PERMITS	YR TO DATE	PERMIT FEES
July	\$ 164,909	33	\$ 164,909	
August	\$ 167,691	16	\$ 332,600	
September	\$ 165,810	26	\$ 498,410	
October	\$ 115,759	23	\$ 614,169	
November	\$ 181,917	18	\$ 796,086	
December	\$ 590,007	21	\$ 1,386,093	
January				
February				
March				
April				
May				
June				
<b>Totals</b>		<b>137</b>	<b>\$ 1,386,093</b>	<b>\$ 32,189</b>



## Post Employment Benefits

Post Employment Benefits are payments and services provided for the City’s retirees, other than pensions. These benefits mainly consist of retiree health care, but also to a lesser extent include retiree dental and optical care and retiree life insurance. Post Employment Benefits also include fees associated with the Medicare Part D Attestation process and may include payments to the MERS Pension System for actuarial studies for Pension Benefit Upgrades/Enhancements. The direct costs of providing these benefits, for non-Utility Fund retirees, are expended in this activity budget.

**FY 09-10 YEAR-END PROJECTION vs. FY 09-10 CURRENT BUDGET –**

- \$24,697 or 9% decrease from the current budget and adopted budget.
- The decrease is primarily the result of projected decreases in health insurance and dental insurance premiums for retirees during the year.

**FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION –**

- \$ 8,706 or 3% decrease and a \$33,403 or 12% decrease from the FY 2009-10 adopted budget.
- The decrease is reflective of a newly approved cost savings deductible health insurance plan for all employees and retirees.

	<b>2007-2008 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-2010 ADOPTED BUDGET</b>	<b>2009-2010 PROJECTED YEAR-END</b>	<b>2010-2011 ADOPTED BUDGET</b>
<b>Post Employment Benefits</b>	\$272,542	\$244,501	\$288,515	\$263,818	\$255,112



## Contingencies/(Cuts)

### **FY 09-10 YEAR-END PROJECTION vs. FY 09-10 CURRENT BUDGET –**

- This activity budget included \$257,726 in undefined cuts, of which once defined have been accounted for in other department budgets, therefore, if we exclude this cut from the analysis, then the tax contingency is projected to increase by \$69,900 or 73% to \$110,400. To-date, \$3,389 has been refunded for prior year tax chargebacks, and we have received a MTT judgment on the Brighton Homewood Suites appeal. In addition, we may end up stipulating to the Aberdeen appeal up to approximately \$58,000.

### **FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION –**

- The \$154,275 or 140% decrease is based on three new MTT cases (Caretel, MS Brighton & Citation Investments) next year, which have a combined estimated liability of \$63,450; and \$30,000 of expenditure cuts assumed to be achieved through a RFP process for I.T. services, Engineering services and Liability & Property Insurance, \$61,538 of expenditure cuts to be assumed to be achieved through negotiated union freezes and \$15,787 of undefined expenditure cuts.

	<b>2007-2008 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-2010 ADOPTED BUDGET</b>	<b>2009-2010 PROJECTED YEAR-END</b>	<b>2010-2011 ADOPTED BUDGET</b>
<b>Contingencies/(Cuts)</b>	\$79,623	\$2,294	(\$217,226)	\$110,400	(\$43,875)



## Transfers Out

### **FY 09-10 YEAR-END PROJECTION vs. FY 09-10 CURRENT BUDGET –**

- \$68,260 or 4% decrease.
- The decrease is the primarily the result of less grant funded downtown building façade work because some of the Sagano Façade work was completed in FY 2008-09, partially offset by additional appropriations to the Capital Improvement Fund for Old Town Hall Renovations, the Energy Retrofit Project and unbudgeted I.T. upgrades/repairs.

### **FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION –**

- \$36,303 or 2% decrease.
- The decrease is the net of a reduced appropriation for the Genoa Township Land Transfer and no appropriations for grant related projects or capital projects, partially offset by an appropriation to the OPEB Trust and increased appropriations for debt service.
- Of the adopted \$1,485,815 budget, \$1,260,751 is for debt service on existing bonds/loans (which **includes \$29,426 for the 1<sup>st</sup> payment on a lease-purchase contract for 3 new patrol cars**), \$148,677 is an appropriation to Genoa Township per the Land Transfer Agreement, \$50,000 is an appropriation to the OPEB Trust, and \$26,387 is an appropriation to SELCRA.

	<b>2007-2008 ACTUAL</b>	<b>2008-09 ACTUAL</b>	<b>2009-2010 ADOPTED BUDGET</b>	<b>2009-2010 PROJECTED YEAR-END</b>	<b>2010-2011 ADOPTED BUDGET</b>
<b>Transfers Out</b>	\$1,503,155	\$1,765,046	\$1,590,378	\$1,522,118	\$1,485,815



## Major Street Fund

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### Summary Analysis

The Major Street Fund is used to account for all expenditures for the construction, maintenance, improvements and administration of the Major Street system of the City. The City's Major Streets were selected by the City and certified by the State of Michigan as those streets of the greatest general importance to the City. The 11.32 miles of Major Streets in the City comprise 43% of the City's total street system.

### **FY 09-10 YEAR-END PROJECTION vs. FY 09-10 CURRENT BUDGET -**

- Revenue is projected to decrease by \$13,278,046 or 89% primarily due to less Federal Economic Stimulus Program Grants, Gas & Weight Tax, fines & forfeits and interest earnings.
- Expenditures are projected to decrease by \$14,085,297 or 88% primarily due to the lack of Federal Economic Stimulus Program Grants to fund the related budgeted capital Projects.
- The fund balance is projected to decrease by \$353,819 to \$244,435 at June 30, 2010, which is 26.75% of operating expenditures.

### **FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION -**

- The revenue decrease of \$1,038,733 or 63% is primarily due to no planned grant financing or contributions from other City Funds, compared to FY 09-10.
- The expenditure decrease of \$1,163,117 or 58% is primarily due to a significant reduction in capital projects, a base budget reduction of 10% in most operating accounts, and a \$15,000 cut in contractual services in the Traffic Service Division. The only planned capital Project is to fund a \$30,000 parking lot improvement to the Cedar Street Parking Lot. The adopted budget does not include four Additional Operational Funding Requests totaling \$152,295, with the recommended funding source of the General Fund. The Additional Operational Funding Requests are not included in the adopted FY 2010-11 Budget. One of the Additional Operational Funding Requests not included in the FY 2010-11 is for \$14,200 of Roadway Tree Improvements to maintain membership in the Tree City USA program.
- The fund balance is projected to decrease by \$229,435 to \$15,000 at June 30, 2011.



**CITY OF BRIGHTON, MICHIGAN  
MAJOR STREET FUND**

<b>ACCOUNTS</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ADOPTED</b>
	<b>08-09</b>	<b>YEAR-END</b>	<b>BUDGET</b>
		<b>09-10</b>	<b>10-11</b>
<b>REVENUES:</b>			
Licenses & Permits	22,658	22,443	22,443
Federal Grants	353	578,081	-
State Grants	-	299,032	-
State Shared Revenue	291,815	282,700	281,300
Fines & Forfeits	-	-	-
Investment Earnings	14,336	800	1,000
Other Revenue	135,830	127,044	124,918
Other Financing Sources	615,763	339,162	180,868
<b>TOTAL REVENUES</b>	<b>1,080,755</b>	<b>1,649,262</b>	<b>610,529</b>
<b>EXPENDITURES:</b>			
General Administration	46,226	21,349	20,510
Engineering Services	164,829	129,480	-
Street Construction	748,948	959,795	30,000
Routine Maintenance	240,003	204,177	124,259
Trust Fund Maintenance	34,793	33,542	30,187
Traffic Services	116,501	72,458	55,619
Winter Maintenance	172,056	126,920	142,934
Stormwater	33,494	33,020	23,647
Transfers-Out Other Funds	425,529	422,340	412,808
<b>TOTAL EXPENDITURES</b>	<b>1,982,378</b>	<b>2,003,081</b>	<b>839,964</b>
<b>FUND BALANCE-BEGIN.</b>	<b>1,499,877</b>	<b>598,254</b>	<b>244,435</b>
<b>FUND BALANCE-ENDING</b>	<b>598,254</b>	<b>244,435</b>	<b>15,000</b>



## *Local Street Fund*

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### *Summary Analysis*

The Local Street Fund is used to account for all expenditures for the construction, maintenance, improvements and administration of the Local Street system of the City. The City's Local Streets were selected by the City and certified by the State of Michigan as those streets not considered to be Major Streets of the City. The 14.99 miles of Local Streets in the City comprise 57% of the City's total street system in FY 2009-10. The City has requested the addition of 3.00 of street miles to the Act 51 street system, which is anticipated to be added in October 2010.

#### **FY 09-10 YEAR-END PROJECTION vs. FY 09-10 CURRENT BUDGET -**

- The revenue increase of \$11,804 or 6% is primarily due to an increase in an appropriation from the Major Street Fund, partially offset by a decrease in Gas & Weight Tax.
- The expenditure increase of \$27,205 or 13% is primarily due to an increase in routine maintenance street repairs to Maple St. and N Fourth St.
- The projected fund balance at June 30, 2010 is \$0.

#### **FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION -**

- The revenue decrease of \$14,729 or 7% is primarily due a decrease in Major Street Fund support, partially offset by an increase in Gas & Weight Tax from adding 3 miles of streets to the Act 51 street system as of October 2010.
- The expenditure decrease of \$30,180 or 13% is primarily due to no planned routine maintenance street repairs for FY 10-11, as well as a 10% reduction in the base budget for non-personnel operating accounts.
- There are no Local Street Capital Projects planned for in FY 2010-11.
- The Department submitted one Additional Operational Funding Request in the amount of \$15,440 for Snow Removal Supplies, with the recommended funding source of the General Fund. There were No Cost Cutting Recommendations submitted. The Additional Operational Funding Request is not included in the adopted FY 2010-11 Budget.
- The projected fund balance at June 30, 2010 is \$0.



**CITY OF BRIGHTON, MICHIGAN  
LOCAL STREET FUND**

<b>ACCOUNTS</b>	<b>ACTUAL 08-09</b>	<b>PROJECTED YEAR-END 09-10</b>	<b>ADOPTED BUDGET 10-11</b>
<b>REVENUES:</b>			
Licenses & Permits	3,045	3,015	3,015
State Shared Revenue	95,678	92,700	97,100
Fines & Forfeits	-	-	-
Investment Earnings	128	20	50
Other Financing Sources	83,690	129,024	109,865
<b>TOTAL REVENUES</b>	<b>182,541</b>	<b>224,759</b>	<b>210,030</b>
<b>EXPENDITURES:</b>			
General Administration	3,840	3,928	3,928
Routine Maintenance	91,615	115,534	86,628
Trust Fund Maintenance	2,866	8,542	7,687
Traffic Services	36,574	36,617	39,598
Winter Maintenance	71,821	75,589	72,189
<b>TOTAL EXPENDITURES</b>	<b>206,716</b>	<b>240,210</b>	<b>210,030</b>
<b>FUND BALANCE-BEGIN.</b>	<b>39,626</b>	<b>15,451</b>	<b>-</b>
<b>FUND BALANCE-ENDING</b>	<b>15,451</b>	<b>-</b>	<b>-</b>



## *Major and Local Streets*

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### **Mission Statement – Street Division**

The City of Brighton Street Division's mission for operations is to provide all services necessary to maintain a safe city vehicular and pedestrian transit network in an efficient and rapid manner under all weather conditions.

### **Divisional Review of Responsibilities**

The Streets Division is responsible for maintaining the City of Brighton's streets and rights of ways in a manner consistent with providing for a safe and efficient vehicle and pedestrian environment. This includes snow and ice control, patching of streets as necessary, street sign maintenance and installation, and ROW tree trimming services as needed. The division is also responsible for limited street line painting within their current capabilities.

### **2010 – 2011 Performance Objectives**

1. Continue in-house program of line painting for parking spaces on streets, parking lots, crosswalks and other small-scale projects that can be adequately handled by staff. (City goal 90)
2. Continue educational efforts for staff to improve ability to provide more in-house vehicle maintenance and repair efforts.
3. Continue street tree trimming, removal, and maintenance capabilities pursuant to maintaining the State's Tree City USA program status. (City goal 84)
4. Continue to review and adjust/modify all areas of our customer service with intent of reducing divisional overtime while still maintaining current levels of service.

### **2009 – 2010 Significant Achievements**

- Performed in-house street line painting eliminating need for an outside contractor to perform this work on school pedestrian crossing areas.
- Developed an RFP for 312,000 LF of crack sealing along E. Grand River.
- Developed an RFP for 25,217 SF of various pavement repairs including Spencer (near City Limits), N. Fourth, North and Maple to be done this spring.
- Developed an RFP and contracted for the replacement of all of the exterior doors (garage and building) at the City's Fire Hall.
- Developed an RFP and procured a major piece of equipment (i.e. – Bombadier) for the improvement to our Sidewalk Snow Removal Program.
- Developed an RFP and contracted for the repainting of all pavement markings including center lines, the majority of the downtown business district and painted delineations at all intersections along Grand River (work slated for this Spring).



## *Major and Local Streets*

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### **Mission Statement – Stormwater Division**

The City of Brighton Stormwater Division's mission for operations is to prevent the introduction of non-point source pollutants into the waterways of the State of Michigan to the highest degree possible.

### **Divisional Review of Responsibilities**

The Stormwater Division is responsible for the upkeep, maintenance, cleaning and repair of all of the storm sewers and catch basins located in the City of Brighton. They are also responsible for ensuring compliance with the newly established storm water related regulations pursuant to our Phase II NPDES (National Pollutants Discharge Eliminations Permit) storm water permit issued as a part of our membership in the Huron Chain of Lakes Watershed Certificate of Coverage.

### **2010 – 2011 Performance Objectives**

1. Keep the Northwest Neighborhoods' Residential Curb & Gutter CIP on the high-priority list (City goal 35)
2. Continue to review the street sweeping program to determine minimal amount necessary pursuant to Phase II objectives for prevention of pollutants entering waterways and determine if divisional overtime can be achieved while maintaining current levels of service with same level of human resources.
3. To research and develop an *in-house* program that will improve our current storm sewer system repairs and maintenance in a more proactive manner primarily related to catch basin lining.
4. Continue identification of illicit discharge to storm sewer system pursuant to Phase II Stormwater Permit Illicit Discharge Eliminations Program (IDEP). (City goal 83, 88)
5. Continue to develop a program to perform minimum amount necessary of storm sewer lines and laterals cleaning in order to reduce divisional overtime while maintaining current levels of service with same level of human resources. (City goal 3)
6. Begin locating (via GPS) and cleaning where necessary, all of the City's storm sewer outfall's to be in compliance with the Phase II Stormwater Permit program.

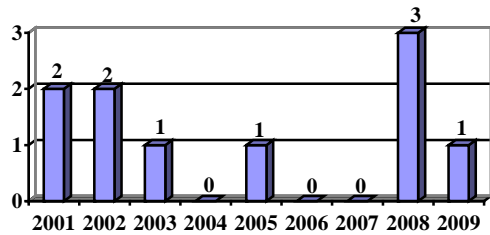
### **2009 – 2010 Significant Accomplishments**

- Completed the *nesting* of the Brighton Area Schools for an intra-agency agreement that will provide for the storm water Phase II coverage under our current permit.
- Completely reconstructed and repaired a number of deteriorated or failed catch basin structures throughout the City.

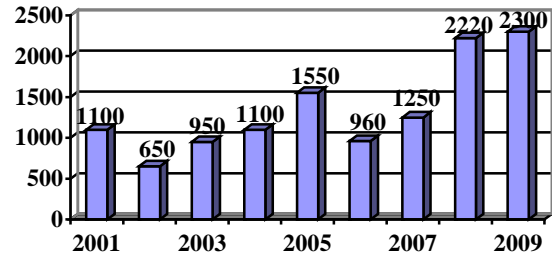


## Major and Local Streets

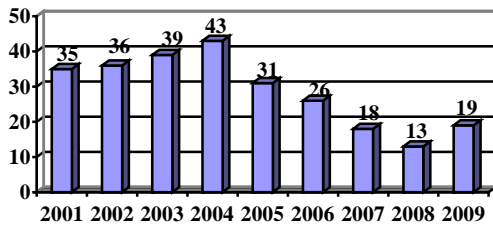
Additional Streets & Roadways (Miles)



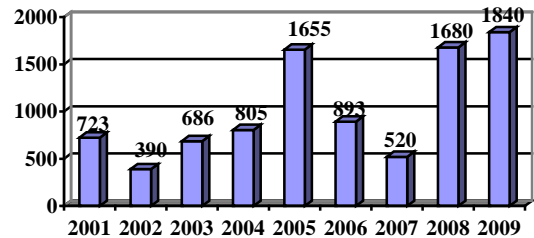
Salt Use (Tons)



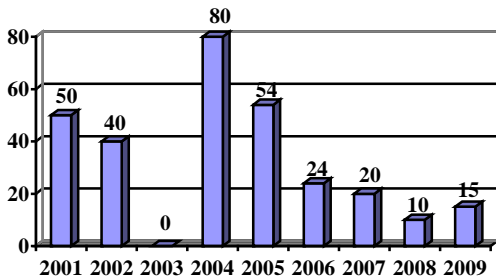
Traffic Signals Repaired



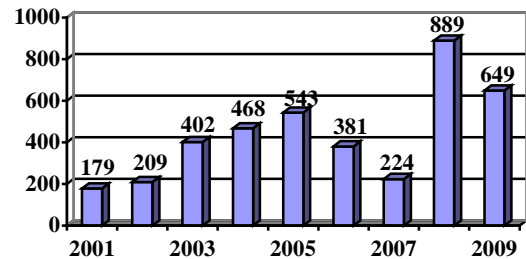
Snow & Ice Control (Hours)



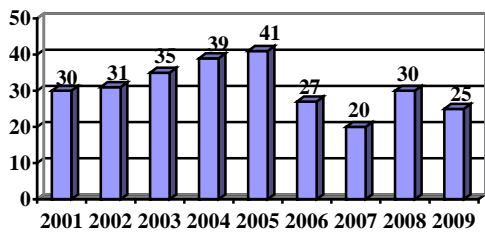
ROW Tree Plantings



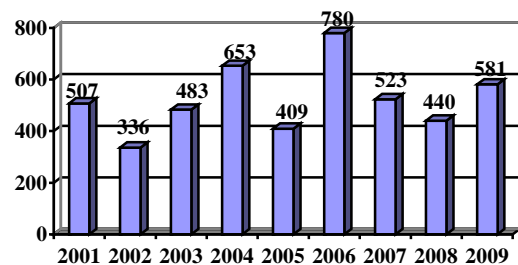
Sidewalk Snow Removal (Hours)



ROW Tree Trimming & Removals

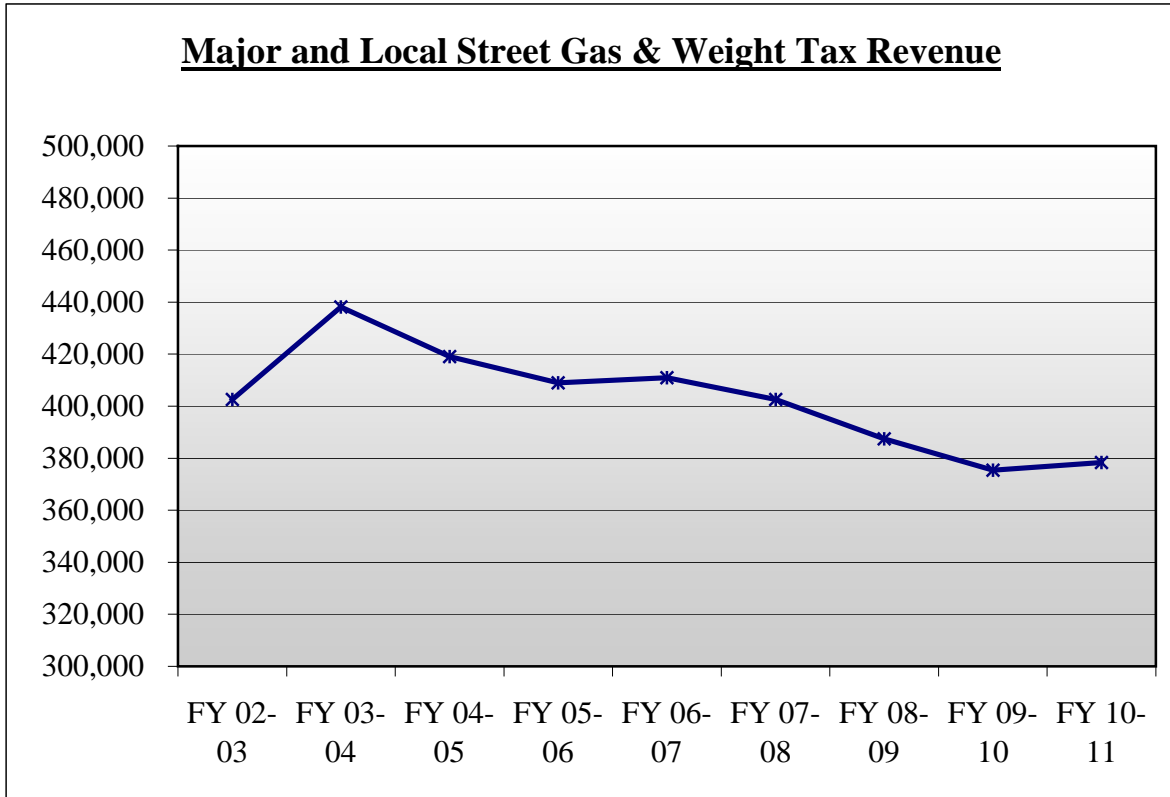


Sidewalk Repairs (Hours)

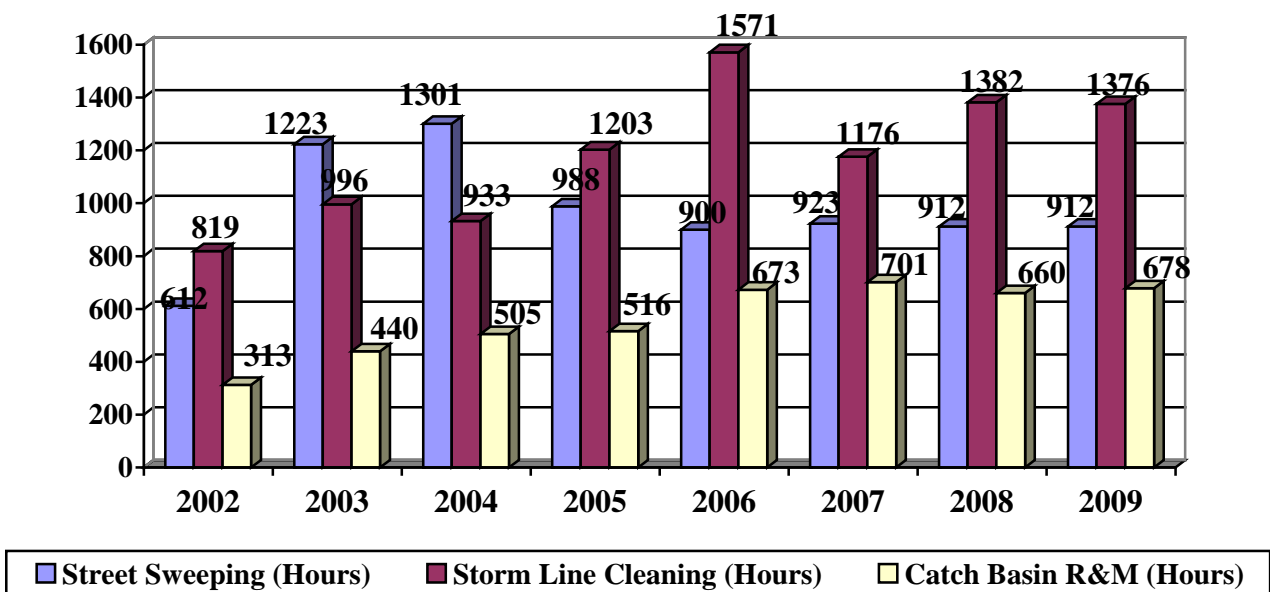




## Major and Local Streets



### Stormwater Maintenance





## *Principal Shopping District (PSD) Fund*

### *Summary Analysis*

This Fund was established to fund the promotion of economic activity by conducting market research and public relation campaigns; developing, coordinating and conducting retail and institutional promotions; and sponsoring special events and related activities. The City's General Fund appropriated \$100,000 to the PSD Fund in FY 2005-06. Property owners in the District are being specially assessed for a three-year period from FY 2006-07 through FY 2008-09. The City's PSD was renewed by the City Council through November 2010.

#### **FY 09-10 YEAR-END PROJECTION vs. FY 09-10 CURRENT BUDGET -**

- Total projected revenue is \$287 or 29% more than the current budget, which is caused by unbudgeted reimbursements from local businesses for radio ads, partially offset by less interest earnings than budgeted.
- Total projected expenditures are \$30,125 or 37% less than the current budget, which is caused by a projected \$30,000 decrease in the appropriation to the General Fund for the creation of a new Main Street Program Division of the Planning/Community Development Department.
- Fund Balance is projected to be \$21,147 at June 30, 2010.

#### **FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION -**

- The revenue increase of \$32,241 or 2,505% is the result of a proposed \$33,528 appropriation from the DDA Fund to continue the PSD's marketing efforts until such time as the City is accepted into the Select Main Street program.
- The end of the PSD's financial support of the Main Street Program primarily causes the expenditure decrease of \$11,729 or 23%.
- Fund Balance is projected to be \$15,000 at June 30, 2011.



**CITY OF BRIGHTON, MICHIGAN  
PSD FUND**

<b><u>ACCOUNTS</u></b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ADOPTED</b>
	<b>08-09</b>	<b>YEAR-END</b>	<b>BUDGET</b>
		<b>09-10</b>	<b>10-11</b>
<b>REVENUES:</b>			
Interest Earnings	1,386	25	-
Reimbursements	-	1,262	-
Other Financing Sources	73,329	-	33,528
<b>TOTAL REVENUES</b>	<b>74,715</b>	<b>1,287</b>	<b>33,528</b>
<b>EXPENDITURES:</b>			
Purchased Services	95,274	51,404	39,675
Other Financing Uses	1,000	-	-
<b>TOTAL EXPENDITURES</b>	<b>96,274</b>	<b>51,404</b>	<b>39,675</b>
<b>FUND BALANCE-BEGIN.</b>	<b>92,823</b>	<b>71,264</b>	<b>21,147</b>
<b>FUND BALANCE-ENDING</b>	<b>71,264</b>	<b>21,147</b>	<b>15,000</b>



## *Arts and Cultural Commission Fund*

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### *Summary Analysis*

The Arts and Culture Commission was created by Ordinance 533 in FY 2007-08 to serve in an advisory capacity to the City Council. Section 2-266 of the Ordinance states that the Commission shall annually recommend to the City Council an estimate of the costs and expenses necessary for the City Council to further the objectives and purposes of the Commission which shall be to advise and recommend to the City Council and City Administration appropriate means to encourage, facilitate and promotes Arts and Culture in the City of Brighton.

### **FY 09-10 YEAR-END PROJECTION vs. FY 09-10 CURRENT BUDGET -**

- Total projected revenue is \$2,092 or 41% less than the current budget, which is caused primarily by less than budgeted donations, partially offset by a \$1,000 State Arts Alliance Grant.
- Projected expenditures are \$220 or 4% more than the current budget, which is caused by the net of various expenditure increases and decreases.
- Fund Balance is projected to be \$15,279 at June 30, 2010.

### **FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION -**

- The lack of any planned grant revenue causes the revenue decrease of \$1,008 or 34%.
- The net of various expenditure decreases and increases causes the total expenditure decrease of \$220 or 4%.
- Fund Balance is projected to be \$12,279 at June 30, 2011.



**CITY OF BRIGHTON, MICHIGAN  
ARTS/CULTURAL COMMISSION FUND**

<b><u>ACCOUNTS</u></b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ADOPTED</b>
	<b>08-09</b>	<b>YEAR-END</b>	<b>BUDGET</b>
		<b>09-10</b>	<b>10-11</b>
<b>REVENUES:</b>			
State Grants	2,000	1,000	-
Interest Earnings	412	8	-
Other Revenue	17,610	2,000	2,000
Other Financing Sources	-	-	-
<b>TOTAL REVENUES</b>	<b>20,021</b>	<b>3,008</b>	<b>2,000</b>
<b>EXPENDITURES:</b>			
Purchased Services	<u>2,530</u>	<u>5,220</u>	<u>5,000</u>
<b>TOTAL EXPENDITURES</b>	<b>2,530</b>	<b>5,220</b>	<b>5,000</b>
<b>FUND BALANCE-BEGIN.</b>	<b>-</b>	<b>17,491</b>	<b>15,279</b>
<b>FUND BALANCE-ENDING</b>	<b>17,491</b>	<b>15,279</b>	<b>12,279</b>



## *Street Debt Funds*

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### *Summary Analysis*

The City maintains two Debt Service Funds.

The Street (non-voted) Debt Fund was established in 1990 for debt service on road improvements. This Fund uses General Fund appropriations and Special Assessments for debt service requirements on one Michigan Transportation Bond issue (maturing in FY 2013-14), one Special Assessment Bond issue and a related Limited Tax General Obligation Bond issue for the City's-at-Large share (maturing in FY 2021-22), one Special Assessment Bond issue (maturing in FY 2023-24) and five Capital Improvement Bond Issues (maturing in FY 2018-19 through FY 2031-32). Total Debt Service for this Fund in FY 2010-11 is \$708,275.

The Street (Voted) Debt Fund was established in 1996 to service the debt on General Obligation Unlimited Tax Street Bonds, per a March, 1996 Street Improvement Bond Issue election. The debt matures in FY 2012-13. Total Debt Service for this Fund in FY 2010-11 is \$473,563.



**CITY OF BRIGHTON, MICHIGAN  
DEBT SERVICE FUNDS**

<b><u>ACCOUNTS</u></b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ADOPTED</b>
	<b>08-09</b>	<b>YEAR-END</b>	<b>BUDGET</b>
		<b>09-10</b>	<b>10-11</b>
<b>REVENUES:</b>			
Street (Non-Voted) Debt Fund	719,240	696,769	708,275
Street (Voted) Debt Fund	438,513	469,425	473,563
<b>TOTAL REVENUES</b>	<b>1,157,753</b>	<b>1,166,194</b>	<b>1,181,838</b>
<b>EXPENDITURES:</b>			
Street (Non-Voted) Debt Fund	719,240	696,769	708,275
Street (Voted) Debt Fund	438,513	469,425	473,563
<b>TOTAL EXPENDITURES</b>	<b>1,157,753</b>	<b>1,166,194</b>	<b>1,181,838</b>
<b>FUND BALANCE-BEGIN.</b>	-	-	-
<b>FUND BALANCE-ENDING</b>	-	-	-



CITY OF BRIGHTON  
STREET DEBT FUND  
FY 2010-11

<u>Debt Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total</u>	<u>Funding Source</u>	<u>Total by Funding Source</u>
2009 - \$185,000 - SAD	15,000	9,069	250	24,319	202	
2002 - \$3,570,000 - SAD	175,000	103,374	250	278,624	202	302,943
1999 - \$320,000	30,000	6,975	300	37,275	101	
2002 - \$410,000	20,000	13,970	250	34,220	101	
2003- \$530,000 (87%)	30,450	13,215	239	43,905	101	
2004- \$2,200,000 (40%)	30,000	30,273	110	60,383	101	
2005- \$3,000,000 (52%)	52,000	56,810	143	108,953	101	
2005- \$800,000 (48%)	12,000	14,292	132	26,424	101	
2007 - \$2,285,000 (67%)	33,500	60,338	335	94,173	101	405,332
<b>Total</b>	<b>397,950</b>	<b>308,316</b>	<b>2,009</b>	<b>708,275</b>		<b>708,275</b>

CITY OF BRIGHTON  
STREET VOTED DEBT FUND  
FY 2010-11

<u>Debt Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total</u>
1996 - \$2,000,000	200,000	17,300	350	217,650
1997 - \$2,000,000	225,000	30,563	350	255,913
<b>Total</b>	<b>425,000</b>	<b>47,863</b>	<b>700</b>	<b>473,563</b>



## *Capital Improvement Program*

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The City continues to prepare a six-year Capital Improvement Plan (CIP), which is reviewed by the City Planning Commission and adopted by the City Council. Capital improvement decisions represent significant policy decisions for local government. Outlined herein is the City staff's recommended Capital Improvements Program for the next (6) fiscal years. The CIP is the process of budgeting for large-scale public expenditures, which are expected to have a relatively long life. The following are important reasons for completing a CIP:

1. **Better Planning** – A CIP enables a community to plan for future needs now. It allows the City Council, with advice from the Planning Commission, to examine alternatives available in relation to constraints, fiscal and otherwise that exist. It allows for orderly development and the most efficient use of capital expenditures consistent with expected revenues.
2. **Priority determination** – The program is an attempt to rank projects in order of importance using the welfare of the entire community as the criteria.
3. **Coordination of Capital and Operating Budgets** – The systematic comparison of the capital budget with the operating budget affords the opportunity to coordinate the factors of timing and available funds. Also analyzing all projects at once often reveals interrelationships of projects, which may be overlooked by isolated department directors.
4. **Economy** – No municipality has enough money to fund all things it would like to do. The single most important reason for a CIP is to ensure that the available funds are spent wisely.
5. **Participation** – The process involves a broad group of participants including City Council, Planning Commission and City Staff.

The CIP continues to provide a baseline of funding for maintaining current levels of service. Expenditures such as regular vehicle replacement, projects mandated by state and federal statutes and projects intended to alleviate serious liability concerns are included under this funding need. Stable funding sources are identified for those items that are necessary to maintain the current level of service. These funding sources are made up of bond borrowings, grants, developer contributions, as well as appropriations of fund balance and reserves from the General, DDA and Utilities Funds.

Even more important than careful planning to ensure a successful CIP is a City's ability to implement projects once they are approved by the City Council. As of this writing, we are in the sixth month of the fiscal year 2009-2010.

The 2010-2016 Capital Improvements Program is markedly different from past years in that the current economic conditions are challenging the City's standard funding sources for capital improvement projects. Although the process for identifying and prioritizing the City's capital improvement needs is essentially the same as past years, the CIP Tracking Committee is emphasizing Special Assessment Districts and Federal and State grant funding as required financing tools for the current and near future years.



## ***Capital Improvement Program, Continued***

In addition at the November 2009 City Council Retreat, City Council developed a list of goals that were organized into eight categories: physical design and walkability, green initiatives, cultural economic development, entrepreneurship, multiculturalism, messaging and technology, transit and education. These eight categories are based on MML's 21<sup>st</sup> Century Community Design Programs 8 Assets for Michigan's Leaders that were developed to help leaders make our places what we want them to be. The list of goals was reviewed by the CIP Committee and several goals were added to this year's CIP (i.e. waterless toilets, police segways, live web broadcasting software for City Council meetings, etc.).

Although the City of Brighton continues to experience interest in commercial development, the pace of new projects is much diminished due to a variety of macroeconomic circumstances and trends.

A successful CIP review process is critical to ensure proper funding to meet Brighton's equipment and infrastructure needs. The City will maintain its physical assets at a level adequate to protect the City's capital investment and to reduce future maintenance and replacement costs. The budget will provide for the adequate maintenance and the orderly replacement of the capital plant and equipment from current revenues where possible.

A Capital Improvement is a project or cost, which generally meets the following criteria:

1. Has a useful life of at least (3) years.
2. Costs \$5,000 or more
3. The cost does not reoccur annually unless it is an end-of-life cycle replacement for an existing item of like nature (patrol car replacing patrol car)
4. Any and all expenses outlays being financed or to be financed by long-term debt with long-term being defined as a loan or bond agreement with a payment term exceeding five (5) years
5. It is not an operating expense related to the maintenance of capital equipment or capital improvement

### **The CIP Development Process**

In early December, Department Directors, the City Manager and Consultants review existing CIP projects and submit new proposed projects. A draft list of projects is then created by the CIP coordinator. The list of projects is then forwarded to the CIP Review Committee and ranked by each member. The following system has been established for ranking projects.



## ***Capital Improvement Program, Continued***

### **Capital Improvements Program Ranking System**

#### **Priority 4: Essential**

Urgent, high-priority projects that should be done if at all possible. These include projects that are required to complete a major public improvement; projects that would address an emergency, or remedy a condition dangerous to public health, welfare and safety; projects that would provide facilities for a critically needed community program; projects needed to correct an inequitable distribution of public improvements in the past; and projects vital to the economic stability of the City. A special effort is made to find sufficient funding for all of the projects in this group.

Although they may be critical projects, out-year projects generally receive lower rankings than first year projects. As they “move” closer to the first year funding, the priority ranking increases.

#### **Priority 3: Desirable**

High-priority projects that should be done as funding becomes available. These include projects that would benefit the community, and projects whose validity of planning and validity of timing have been established and are appropriate for a progressive community to pursue.

#### **Priority 2: Acceptable**

Worthwhile projects to be considered if funding is available. These are projects that are adequately planned, but not absolutely required, and should be deferred to a subsequent year if budget reductions are necessary.

#### **Priority 1: Deferrable**

Low-priority projects which are desirable but not essential and can be post-poned without detriment to preset services.

Once the CIP Coordinator has reviewed the Committee member’s rankings (usually around January 1) a second list of projects is generated. This list is then forwarded to the City Manager and Finance Director for review to develop recommended funding sources. Following the development of the funding sources, the proposed CIP Book is compiled (usually in late January).

### **FINANCIAL INFORMATION**

#### **REVENUES:**

The capital budget is only as good as the plan for financing the proposed projects. Financing of capital improvements can be accomplished in a variety of ways. The City’s analysis of potential available revenue sources is not necessarily related to how Project proposals are ranked and to what Projects can be implemented in a prudent manner. The City of Brighton examines the potential financing options available at the very outset of the CIP planning process. This examination is focused initially on what can be financed utilizing existing City resources. However, the financial



## ***Capital Improvement Program, Continued***

demands of most major improvements will preclude the possibility of using current operating revenue for large outlays. Directly or indirectly, we must be prepared to obtain financing from lenders who are willing to be repaid in the future. Both fiscal necessity and fairness among generations of users and taxpayers require this. Therefore, one focus on the financing of traditional public capital improvements is through the tax-exempt securities market, but due to the City's own debt limitations other funding sources, such as special assessments, grants and dedicated capital/debt millages must be considered, as well.

Below you will find a brief description of the recommended funding sources of the proposed 6-year CIP:

**General Fund Appropriation-** This represents a direct contribution from the City's General Fund. This appropriation is made up of City operating revenue from property taxes, state shared revenue, building related permits and fees, etc; as well as appropriations of prior years' fund balance. The City's adopted General Fund CIP Funding Policy sets thresholds and limits on this funding source. **The City projects that General Fund appropriations will not be available for capital projects over the next 6-years.**

**Capital Improvement Bonds** - This form of Limited Tax General Obligation (LTGO) financing can be used for any capital improvement, subject to a referendum and shall not legally exceed 5% of SEV of the property assessed in the City, i.e., which equates to approximately \$22.7 million of the projected SEV for 2010. Currently there are five Capital Improvement Bonds outstanding with approximately \$8.2 million of current outstanding debt. It is not until FY 2018-19 when the first of these bond issues matures. **The City projects that Capital Improvement Bonds will not be available for capital projects over the next 6-years.**

**Special Assessment Bonds/Financing** –As the City approaches build-out of its currently available developable land, the City must look to alternative sources of borrowing, which don't overburden the City's, taxpayers-at-Large. The City's Charter and Ordinance provide the authority for Special Assessment financing to construct certain public improvements. Special Assessment Bonds outstanding shall not legally exceed 12% of SEV of the property in the City, which equates to approximately \$54.6 million of the projected SEV for 2010. Currently there are four Special Assessment Bonds outstanding with approximately \$3.1 million of current outstanding debt, which leaves approximately \$51.5 million of available SAD financing. Therefore, **it is highly recommended that the City seriously consider proactively promoting SAD Bond financing for all Commercial, Industrial and Residential Infrastructure Projects (roads, sidewalks, streetscape, street lights, water, sanitary sewer, storm water and curb & gutter) currently considered unfunded at this time.** It is further recommended that the City establish a formal policy on the limits of City-at-Large participation in SAD's to include only the "design engineering" and "financing" costs of the project, along with any City parcels that become part of a SAD district. It is also recommended that for certain smaller utility Projects, the City consider fronting the Project funding (if available), i.e., do not issue bonds, and get repaid directly by the property assessments.



### ***Capital Improvement Program, Continued***

**DDA Financing (pay-as-you-go + bonds)** – The proposed CIP included \$1,254,000 of DDA (pay-as-you-go) Tax Increment Financing in years 1 –5, and \$5,776,000 of DDA Bonds in FY 2015-16, the year after the existing DDA debt matures. **The total of DDA Financing is 88.19% of the total revenue sources available over the six-year plan.**

**Utility User Fees** – The proposed CIP included \$227,000 of Utility User Fees over the 6-year plan to fund utility projects, which is 2.85% of the total revenue sources available over the six-year plan. **It is important to note that the use of user fees is part of an overall plan to increase user fee rates an average of 5% per year.**

**Capital Lease/Installment Loan** - The proposed CIP included \$534,700 of Capital Leases/Installment Loans over the 6-year plan to fund patrol cars and information technology upgrades, which is 6.7% of the total revenue sources available over the six-year plan. **It is important to note that the proposal is for 3-year leases/loans, only if the annual payments can be funded by annual General Fund revenue, not fund balance.**

**Major Street Fund Revenue (State Gas & Weight Tax Revenue)** - The proposed CIP included \$180,000 of Major Street Fund Revenue over the 6-year plan to fund improvements to the Cedar Street Parking Lot and Street Tree Improvements, which is 2.26% of the total revenue sources available over the six-year plan. **It is important to note that the proposal calls for no General Fund support of the Major Street Fund.**

**Grants** – Although the proposed CIP does not include any grant funding, it is recommended that if grants become available for unfunded Projects, then those Projects be moved up to year one in the CIP.

**Voter Approved Dedicated Capital Millage/Debt Borrowing-Millage** – Due to the funding constraints and limitations from above, \$21.9 million of CIP Project costs or 73% of the proposed CIP is considered unfunded at this time. The City’s current street debt and associated debt millage expires in FY 2012-13. The City Council recently established a Goal to consider appointments of a Citizens’ Advisory Task Force to determine recommendations for stable/ongoing funding sources for Capital Improvements. The current debt millage is 1.071 mills, which generates approximately \$469,000 in tax revenue. It is projected that 1 mill will generate approximately \$420,000 in FY 2010-11. Annual debt service of \$420,000 will support a \$9.7 20-year bond issue, assuming 6% interest costs, which is approximately 45% of the unfunded CIP.

#### **EXPENDITURES:**

The requested CIP’s total expenditures from FY 2010/2011 through 2015/2016 are approximately \$29.9 million, which is up from \$27.7 million a year ago. Year 1 of the CIP comprises 22.9% of the total 6-year plan, year 2 – 11.5%, year 3 – 13.2%, year 4 – 10.4%, year 5 – 9.1% and year 6 – 32.9%, respectively. Below you will find a brief description of the expenditure categories of the proposed 6-year CIP:



### ***Capital Improvement Program, Continued***

Land and Major Facilities: Includes (non-utilities) buildings or infrastructure involving new construction, maintenance and land acquisition. This category includes approximately \$3,934,000 of expenditures or 13% of the total over the six-year plan.

Vehicles and Equipment: Includes rolling stock; on road plus off-road vehicles, public safety equipment and vehicles, specialized field maintenance/services equipment. This category includes approximately \$2,348,000 of expenditures or 8% of the total over the six-year plan.

Streets, Sidewalks & Stormwater (including DDA): Includes pavement management, sidewalks, streetlights, stormwater, curb & gutter and traffic control of the City. This category includes approximately \$21,259,000 of expenditures or 71% of the total over the six-year plan.

Water and Sanitary Sewer Utilities: Includes all treatment plant, and system maintenance improvements needed for the water and sanitary sewer utility systems. This category includes \$2,337,000 of expenditures or 8% of the total over the six-year plan.

#### **SUMMARY:**

**The CIP Financial Summary on the next page reflects that available revenue does not meet or balance to the requested Project expenditures in years 1 - 6.** Rather, the proposed CIP represents the Project priorities irrespective of available funding.

Once the CIP is adopted, City staff is then directed to include the first year projects into the subsequent year proposed budget, *if funding is available*. The City's adopted General Fund – fund balance policy establishes a target level or range of unreserved fund balance to be equal to 15% - 25% of operating expenditures. In the event the unreserved fund balance falls below this range, then the City must first reduce General Fund supported capital projects to bring the level back up to at least 15%. However, **the General Fund is not recommended to support any CIP Projects, with the exception of annual lease/loan payments from within its existing annual revenue, not fund balance.**

The decision to acquire or construct new capital should include the affordability of incremental operating costs associated with new capital. Therefore, future operating costs need to be integrated into the operating budget.

Many of the projects in the first year unfunded list was on the unfunded list last fiscal year. Patrol Car replacement deferrals over the last several years have caused an increase in the vehicles repairs and maintenance line item for the Police Department as well as safety concerns of driving older vehicles with high mileage. IT upgrade deferrals have caused efficiency issues due to older computers failing, then having to be replaced on an emergency basis.

The "Downtown Video Camera System Recorder", the digital video recorder (DVR) used to record the downtown camera system is approximately 10 years old. The DVR operates the cameras and



### ***Capital Improvement Program, Continued***

records the images. The recorder has stopped working numerous times during the past two years and will likely soon stop functioning altogether or no longer be able to produce viewable disk recordings. Parts are not readily available for repair, which itself would be costly.

The North Second Street Water Main was installed 1939, it is a 6" Cast Iron Main that is feed from both ends with an 8" water main, not only is the current age of the main a factor, but flow tests conducted on North

Second Street show individual hydrant flows of only 750 GPM with Static pressures @ 62 psi and Residual pressures @ 25 psi, which with today's standards are on the low end for extended fire flow consumption.

Cemetery Roadway Maintenance is required to gain the optimum life from this asset. Lack of funding these efforts will result in a much shorter life span resulting in poor driving conditions and a reduced level of customer satisfaction.

Grand River Ave/DBD Curb/Sidewalk/Paver Replacement - The existing concrete curbing and sidewalk is well over 40 years old. Many of the curbing sections are beginning to shift and crumble causing difficulty in street sweeping and pavement marking. In addition, much of the flatwork is beginning to spall and crack, creating an unsightly appearance as well as potential for causing a trip hazard. I-96 and GRA Interchange project is necessary to improve traffic flow in that area and prevent significant traffic backup and congestion that occurs on an ongoing and regular basis in morning, lunch and evening traffic periods, and during holiday traffic periods.

Sidewalk Repair Program will significantly reduce customer concerns and could potentially reduce future insurance/legal claims for trip and fall cases. Sidewalk Gaps is intended to complete the "walkability" of the city, connecting areas of the city that currently do not have safe pedestrian travel areas and or sidewalk installed to allow access from residential areas to the downtown and other areas of the city that are attractions for residents and visitors alike.

Brighton Hills Cemetery Fence is to improve security and aesthetics at the cemetery as well as to meet general State laws requiring all cemeteries to be secured by perimeter fencing. It will also reduce vandalism by providing locked gates for non-visiting hours.

Columbarium's for Fairview Cemetery is due to the increasing trend in cremation instead of traditional burials, there has been a high demand from customers. These will be very attractive additions to the cemetery and will be more cost effective to maintain. This is the 3<sup>rd</sup> expenditure of a three-year project.

1-Ton Dump Truck Replacement Program - establishing a continuous vehicle replacement program will ensure that vehicles are replaced before the severe use detracts from their appearance and makes the vehicle costly to maintain.



<b>CITY OF BRIGHTON CIP - UNFUNDED PROJECTS</b>	
<b>PROJECT</b>	<b>10/11</b>
Rickett Rd. Forcemain Replacement	360,000
Hillcrest Pressure District Improvements	165,000
N. Second St. Watermain	600,000
Rickett Rd. Watermain Replacement	360,000
Cemetery Roadway Maintenance	5,000
Grand River Ave/DBD Curb/Sidewalk/Paver Repl.	150,000
I-96 & Grand River Interchange	3,250,000
LED Traffic Light Lamp Replacement	10,500
Residential Curb & Gutter	1,250,000
Sidewalk Repair Program	20,000
Sidewalk Gaps Connections	50,000
Traffic Calming - Williamson Sidewalks/Lights	165,000
Brighton Hills Cemetery Fence	50,000
Columnbariums for Fairview Cemetery	17,000
Energy Audit Compliance	5,000
Little Worden Nature Preserve	10,000
1-Ton Dump Truck Replacement Program	46,500
Downtown Video Camera System Recorder	7,000
Live Website Broadcast of CC Meetings	5,500
Web 2.0	10,000
<b>TOTAL UNFUNDED PROJECTS</b>	<b><u>6,536,500</u></b>



CITY OF BRIGHTON  
CIP FINANCIAL SUMMARY - as Recommended by the Finance Director

REVENUE:	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	TOTAL	% of Total
Utility User Fees*	-	96,000	61,000	70,000	-	-	227,000	2.85%
Capital Lease/Installment Loan**	109,700	73,000	74,000	75,000	76,000	127,000	534,700	6.71%
Major Street Fund***	30,000	30,000	30,000	30,000	30,000	30,000	180,000	2.26%
DDA Tax Increment Revenue/Bonds****	180,000	615,000	337,000	86,000	36,000	5,776,000	7,030,000	88.19%
Special Assessments*****	-	-	-	-	-	-	-	0.00%
Grants*****	-	-	-	-	-	-	-	0.00%
Voter Approved Capital Bonding/Debt Millage*****	-	-	-	-	-	-	-	0.00%
<b>TOTAL REVENUE</b>	<b>319,700</b>	<b>814,000</b>	<b>502,000</b>	<b>261,000</b>	<b>142,000</b>	<b>5,933,000</b>	<b>7,971,700</b>	<b>100.00%</b>
<b>EXPENDITURES:</b>								
Land & Major Facilities	262,000	244,300	1,268,300	804,000	69,000	1,286,000	3,933,600	13.17%
Vehicles & Equipment	178,700	549,310	354,810	711,000	424,500	129,500	2,347,820	7.86%
Streets, Sidewalks & Stormwater	4,930,500	2,484,400	2,020,000	1,296,000	2,112,000	8,416,000	21,258,900	71.15%
Sewer & Water Utilities	1,485,000	166,000	286,000	300,000	100,000	-	2,337,000	7.82%
<b>TOTAL EXPENDITURES</b>	<b>6,856,200</b>	<b>3,444,010</b>	<b>3,929,110</b>	<b>3,111,000</b>	<b>2,705,500</b>	<b>9,831,500</b>	<b>29,877,320</b>	<b>100.00%</b>
<b>REVENUE OVER/(UNDER) EXPENDITURES</b>	<b>(6,536,500)</b>	<b>(2,630,010)</b>	<b>(3,427,110)</b>	<b>(2,850,000)</b>	<b>(2,563,500)</b>	<b>(3,898,500)</b>	<b>(21,905,620)</b>	
<b>BEGINNING BALANCE</b>	<b>-</b>	<b>(6,536,500)</b>	<b>(9,166,510)</b>	<b>(12,593,620)</b>	<b>(15,443,620)</b>	<b>(18,007,120)</b>		
<b>ENDING BALANCE</b>	<b>(6,536,500)</b>	<b>(9,166,510)</b>	<b>(12,593,620)</b>	<b>(15,443,620)</b>	<b>(18,007,120)</b>	<b>(21,905,620)</b>		

\* Supported by utility user rates, which may increase up to 5% each year.

\*\* 3-year lease/loan, if the lease payments can be funded by the General Fund revenue, not fund balance.

\*\*\* Major Street fund balance, if it can be funded without General Fund support.

\*\*\*\* DDA pay-as-you-go and bond financing, if it can be funded by available revenue and fund balance.

\*\*\*\*\* Unfunded Projects may be funded by Special Assessments, and/or Grants, and/or a Dedicated Capital/Debt Millage in the future.



CITY OF BRIGHTON PROPOSED SIX-YEAR CAPITAL PROJECTS BY DEPARTMENT							
	10/11	11/12	12/13	13/14	14/15	15/16	TOTAL
Police	64,000	142,000	88,000	61,000	77,000	63,000	495,000
Water	1,125,000	35,000	35,000	35,000	-	-	1,230,000
Sewer	360,000	201,000	286,000	335,000	100,000	-	1,282,000
Storm Water		15,000	335,000	15,000	335,000	-	700,000
Community Development	435,000	649,000	620,000	760,000	750,000	6,950,000	10,164,000
Public Services	4,804,000	2,325,700	2,469,300	1,856,000	1,409,000	2,752,000	15,616,000
Information Technology	68,200	76,310	95,810	49,000	34,500	66,500	390,320
<b>TOTAL</b>	<b>6,856,200</b>	<b>3,444,010</b>	<b>3,929,110</b>	<b>3,111,000</b>	<b>2,705,500</b>	<b>9,831,500</b>	<b>29,877,320</b>
<b>Totals by non-utility departments:</b>							
	10/11	11/12	12/13	13/14	14/15	15/16	TOTAL
Police	64,000	142,000	88,000	61,000	77,000	63,000	495,000
Community Development	435,000	649,000	620,000	760,000	750,000	6,950,000	10,164,000
Public Services	4,804,000	2,325,700	2,469,300	1,856,000	1,409,000	2,752,000	15,616,000
Information Technology	68,200	76,310	95,810	49,000	34,500	66,500	390,320
<b>TOTAL</b>	<b>5,371,200</b>	<b>3,193,010</b>	<b>3,273,110</b>	<b>2,726,000</b>	<b>2,270,500</b>	<b>9,831,500</b>	<b>26,665,320</b>



The Adopted budget includes four projects. The Information Technology upgrades include funds for a new server that is needed to replace an ageing server that may quit functioning unexpectedly. The budget also includes funds to replace 7 computers. The IT budget has been \$0 for the last three years.

The Cedar Street Parking Lot Improvements will include the mill and fill of the existing lot. The project would also include the installation of pole lightings and parking spaces re-stripping.

The Third Street Pump Station Replacement is a critical component of the City’s wastewater collection system. It carries all flows collected within the City to the plant. It was originally built in 1987 along with the new WWTP. It was designed to be expanded with a 4<sup>th</sup> pump. Capacity of the pump station with the existing pumps has been reached with the expansions of the City’s sewer system on Flint Rd. This project is being carried forward from FY 2009-10.

**CITY OF BRIGHTON  
ADOPTED CAPITAL PROJECTS  
FY 2010-11**

			Adopted Budget	Future Annual Operating Expenses/	
FUND/DEPT	PROJECT	FUNDSOURCE	10/11	(Savings)	Operational Impact
<b>Capital Improvement Fund</b>					
Capital Improvement - Gen	It Upgrades (1 server and 7 computers)	Lease financing	32,350	(200)	Decrease in IT maintenance
Capital Improvement - Police	Patrol Car (1)	Lease financing	28,500	(500)	Decrease in vehicles R&M
<b>Subtotal - Capital Improvement Fund</b>			<b>60,850</b>	<b>(700)</b>	
<b>Major Street Fund</b>					
Major Street	Cedar Street Parking Lot Improvements	Major Street Fund	30,000	1,000	Increased maintenance
<b>Subtotal - Major Street Fund</b>			<b>30,000</b>	<b>1,000</b>	
<b>Utilities Fund</b>					
Utilities Fund	Third Street Pump Station Replacement	Capital Improvement Bonds	535,000	-	Reduce emergency repairs
<b>Subtotal -Utilities Fund</b>			<b>535,000</b>		
<b>Grand Total</b>			<b>625,850</b>	<b>300</b>	



## *Capital Improvement Fund*

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### *Summary Analysis*

The Capital Improvement Fund is used to account for the expenditure of non-utility, non-street and non-component unit (DDA & LDFA) capital projects and their related debt service.

#### **FY 09-10 YEAR-END PROJECTION vs. FY 09-10 CURRENT BUDGET -**

- The revenue decrease of \$114,434 or 20% is due to no grant proceeds for the budgeted Fiber-Optic Cable Project, no donations for the budgeted Brighton Hills Cemetery Fence Project, less than budgeted interest earnings; partially offset by \$8,169 of unbudgeted reimbursements from DTE for the Energy Retrofit Project; unbudgeted loan proceeds for 3 patrol cars; an additional \$4,174 DDA appropriation for the Sidewalk Maintenance Equipment, and an additional \$53,313 General Fund appropriation for the unbudgeted Old Town Hall Renovations (\$12,000), unbudgeted Energy Retrofit Project (\$30,331, net of DTE reimbursements) and unbudgeted I.T. upgrades/repairs (\$10,982).
- Expenditures decreased by \$109,920 or 16% primarily for the reasons listed above.
- The fund balance is projected to be \$0 at June 30, 2010.

#### **FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION -**

- The revenue decrease of \$172,788 or 37% is primarily due to no DDA Fund appropriation, no planned reimbursements, less General Fund appropriations and less Loan proceeds.
- The expenditure decrease of \$302,220 or 51% is due to the net of \$329,265 less capital projects and \$27,045 more debt service expenditures (09-10 patrol cars capital lease). The following Projects are included in the adopted budget; \$32,350 of I.T. Upgrades (1 server and 7 computers with software, which is less 7 computers from the CIP), \$28,500 for 1 patrol car, which is less 1 patrol car from the CIP.
- The fund balance is projected to be \$0 at June 30, 2011.



**CITY OF BRIGHTON, MICHIGAN  
CAPITAL IMPROVEMENT FUND**

<b><u>ACCOUNTS</u></b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ADOPTED</b>
	<b>08-09</b>	<b>YEAR-END 09-10</b>	<b>BUDGET 10-11</b>
<b>REVENUES:</b>			
Licenses & Permits	4,017	4,017	4,017
Federal Grants	-	-	-
Investment Earnings	689	10	-
Rents & Royalties	7,150	-	-
Other Revenue	24,370	8,169	-
Other Financing Sources	<u>315,713</u>	<u>448,893</u>	<u>284,284</u>
<b>TOTAL REVENUES</b>	<b>351,939</b>	<b>461,089</b>	<b>288,301</b>
<b>EXPENDITURES:</b>			
Capital Projects	116,479	390,115	60,850
Debt Service	<u>166,399</u>	<u>200,406</u>	<u>227,451</u>
<b>TOTAL EXPENDITURES</b>	<b>282,878</b>	<b>590,521</b>	<b>288,301</b>
<b>FUND BALANCE-BEGIN.</b>	<b>60,371</b>	<b>129,432</b>	<b>-</b>
<b>FUND BALANCE-ENDING</b>	<b>129,432</b>	<b>-</b>	<b>-</b>



CITY OF BRIGHTON  
CAPITAL IMPROVEMENT FUND - DEBT SERVICE  
FY 2010-11

<u>Debt Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2005- \$3,000,000 (48%)	48,000	52,440	100,440
2006- \$800,000 (28%)	7,000	8,337	15,337
04-05 \$2,200,000 (50%)	37,500	37,841	75,341
03-04 \$530k Bond (13%)	4,550	1,975	6,525
09-10 \$80,975 Lease	26,850	2,576	29,426
Total	<b>123,900</b>	<b>103,169</b>	<b>227,069</b>



## Building Authority Fund

### Summary Analysis

The Building Authority Fund was established in 1996 as an alternative source of funding and accounting for City facility additions and improvements. The only current and projected activity is to service the debt on outstanding General Obligation Limited Tax Building Authority Bonds, which mature in FY 2015-16.

### CITY OF BRIGHTON, MICHIGAN BUILDING AUTHORITY FUND

<u>ACCOUNTS</u>	<u>ACTUAL</u>	<u>PROJECTED</u>	<u>ADOPTED</u>
	<u>08-09</u>	<u>YEAR-END</u>	<u>BUDGET</u>
		<u>09-10</u>	<u>10-11</u>
<b>REVENUES:</b>			
<b>Other Financing Sources</b>	<b>119,563</b>	<b>115,400</b>	<b>135,450</b>
<b>TOTAL REVENUES</b>	<b>119,563</b>	<b>115,400</b>	<b>135,450</b>
<b>EXPENDITURES:</b>			
<b>Debt Service</b>	<b>119,563</b>	<b>115,400</b>	<b>135,450</b>
<b>TOTAL EXPENDITURES</b>	<b>119,563</b>	<b>115,400</b>	<b>135,450</b>
<b>FUND BALANCE-BEGIN.</b>	-	-	-
<b>FUND BALANCE-ENDING</b>	-	-	-



## DDA Fund

### *Summary Analysis*

The City of Brighton's Downtown Development Authority (DDA) was created by the City of Brighton to halt property value deterioration and increase property valuation, where possible, in the Business District of the City, and to eliminate the causes of that deterioration and promote economic growth. The City's DDA has established a Development Plan and Tax Increment Financing Plan to provide for the acquisition, construction and financing of the necessary infrastructure and related public benefit facilities to meet the objectives of the City's DDA. In addition, the purpose of the City's DDA's Plan is to provide for long-term business and economic retention as well as to provide a public-private sector partnership to facilitate continued regional commercial viability of the major business corridors in the City of Brighton. The DDA Fund accounts for the activities of the DDA within the scope of their adopted Development and Tax Increment Financing Plans. The City's DDA expires on June 30, 2045.

### **FY 09-10 YEAR-END PROJECTION vs. FY 08-09 ACTUAL -**

- Revenue is projected to increase by \$418,766 or 42.8% from the previous year. The increase results primarily from a \$399,600 MSHDA Grant in FY 09-10, as well as additional tax increment revenue, partially offset by less than budgeted investment earnings.
- Expenditures (exclusive of depreciation) are projected to increase by \$794,692 or 115% from the previous year. The increase results from approximately \$523,000 more capital outlays and related professional technical services (Cemetery Parking Lot, Streetscape & Pocket Park), \$172,000 more appropriations to other funds (sidewalk maintenance equipment and grant matches), \$62,000 more in property services (property taxes and the flower program), \$32,000 more debt service, and \$6,000 more in other services (Chamber Holiday Glow).
- The projected fund balance at June 30, 2010 is \$597,483. The target fund balance is \$243,025, \$347,290 of fund balance is reserved for the principle balance payment of the loan on the property at 675 W. Grand River in FY 2010-11, while the remaining balance of \$7,168 is currently unreserved/undesignated fund balance.

### **FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION -**

- Budgeted revenue will decrease by \$414,844 or 30% from the current year. The decrease results primarily from no planned grants in FY 10-11 compared to FY 09-10, and approximately \$15,000 or 2% less tax increment revenue due to reductions in taxable value for FY 10-11.
- Budgeted expenditures (exclusive of depreciation) will decrease by \$143,561 or 8% from the current year. The adopted expenditure budget reflects the continuation of required audit fees, liability and property insurance premiums, legal and architectural services, the flower program, a \$7,500 contribution to the Chamber of Commerce for the Holiday Glow Lighting, and required debt service. In addition, the adopted budget includes \$12,692 in real property taxes, \$2,400 in utilities and \$357,699 to pay off the loan on the property located at 675 W. Grand River. Also, the adopted budget includes \$16,000 for the completion of the combined Cemetery Parking Lot, Streetscape and St. Paul Parking Lot Project that will be started in FY 09-10; \$69,000 for a local grant match for a proposed Downtown Façade Improvement and Streetscape Project; a \$33,528 appropriation to the PSD Fund to continue the PSD's marketing efforts until such time as the City is accepted into the Select Main Street program; and a \$249,206 appropriation to the General Fund to fund DDA Project eligible expenditures such as Police & DPS Costs associated with Downtown Civic Events; maintenance, equipment and utilities of approved CIP projects within the DDA District, and/or Police costs attributable to DDA District activities including traffic patrol, crime investigation and property surveillance. Although the proposed CIP includes possible DDA financial support for property acquisition and development of the Cobb Hall site at \$150,000, this Project is not included in the adopted FY 10-11 DDA Fund Budget.
- The projected DDA Fund – fund balance will be \$239,250 at June 30, 2011, which is the target fund balance.



**CITY OF BRIGHTON, MICHIGAN  
DDA FUND**

<u>ACCOUNTS</u>	PROJECTED		ADOPTED
	ACTUAL	YEAR-END	BUDGET
	08-09	09-10	10-11
<b>REVENUES</b>			
Property Taxes	943,415	972,100	957,000
State Grants	-	399,600	-
Investment Earnings	8,107	2,100	3,000
Other Revenue	2,477	-	-
Other Financing Sources	25,051	24,016	22,972
<b>TOTAL REVENUES</b>	<b>979,050</b>	<b>1,397,816</b>	<b>982,972</b>
<b>EXPENDITURES</b>			
Professional & Tech Services	55,552	129,467	38,925
Purchased Property Services	42,831	104,699	67,692
Other Purchased Services	6,680	12,671	9,230
Utilities	-	-	2,400
Property	8,123	456,728	85,000
Debt Service	476,888	508,733	855,224
Other Financing Uses	100,000	272,468	282,734
<b>TOTAL EXPENDITURES*</b>	<b>690,074</b>	<b>1,484,766</b>	<b>1,341,205</b>
<b>FUND BALANCE-BEGINNING</b>	<b>395,457</b>	<b>684,433</b>	<b>597,483</b>
<b>FUND BALANCE-ENDING</b>	<b>684,433</b>	<b>597,483</b>	<b>239,250</b>

\* Exclusive of Depreciation



CITY OF BRIGHTON  
DDA DEBT SCHEDULE  
FY 2010-11

	Principal	Interest	Total	Paying Agent Fees	Grand Total	City-at-Large Share
\$750,000 1995 Bonds	50,000	19,188	69,188	425	69,613	22,972
\$995,000 1998 Bonds	125,000	10,625	135,625	350	135,975	-
\$3,000,000 2002 Bonds	225,000	67,713	292,713	250	292,963	-
\$347,290 2010 Loan	347,290	10,409	357,699	-	357,699	-
<b>TOTAL</b>	<b>747,290</b>	<b>107,934</b>	<b>855,224</b>	<b>1,025</b>	<b>856,249</b>	<b>22,972</b>



**CITY OF BRIGHTON  
2010 DDA Tax Increment Revenue**

<b>By Unit</b>	<b>REAL</b>	<b>PERSONAL</b>	<b>TOTAL</b>
<b>City</b>	611,559.66	153,733.45	765,293.12
<b>County</b>	159,561.24	40,110.40	199,671.63
<b>Total</b>	<b>771,120.90</b>	<b>193,843.85</b>	<b>964,964.75</b>
<b>Collectable*</b>	<b>771,120.90</b>	<b>184,151.66</b>	<b>955,272.55</b>



## L DFA Fund

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### Summary Analysis

The City of Brighton's Local Development Financing Authority (LDFA) was created by the City of Brighton to help eliminate the causes of unemployment, underemployment and joblessness and to promote economic growth in the City. The City's LDFA has established a Development Plan and Tax Increment Financing Plan to provide for the acquisition, construction and financing of the necessary infrastructure and related public benefit facilities to meet the objectives of the City's LDFA. In addition, the purpose of the City's LDFA's Plan is to provide for long-term business and economic retention as well as to provide a public-private sector partnership to facilitate continued regional industrial viability of the major business corridors in the City of Brighton. The LDFA Fund accounts for the activities of the LDFA within the scope of their adopted Development and Tax Increment Financing Plans. The City's LDFA expires on June 30, 2024.

#### **FY 09-10 YEAR-END PROJECTION vs. FY 08-09 ACTUAL -**

- Revenue is projected to decrease by \$6,424 or 4% from the previous year. The decrease results from projected lower tax increment revenue and investment earnings in FY 09-10.
- Expenditures are projected to decrease by \$63,483 or 27.5% from the previous year. The decrease results primarily from moving back the majority of the Community Development and Planning Director's costs to the General Fund to balance the LDFA Fund.
- The projected fund balance at June 30, 2010 is \$27,455.

#### **FY 10-11 ADOPTED BUDGET vs. FY 09-10 YEAR-END PROJECTION -**

- Budgeted revenue will increase by \$14,671 or 9% from the current year. The increase is reflective of the projected gain of \$1,386,140 of real and personal taxable values in the LDFA District in 2010.
- Budgeted expenditures will increase by \$26,562 or 16% from the current year, which reflects base budget adjustments and the moving of more of the Community Development and Planning staff's costs from the General Fund to the LDFA Fund.
- The projected fund balance at June 30, 2011 is \$3,679.



**CITY OF BRIGHTON, MICHIGAN  
LDFA FUND**

<b><u>ACCOUNTS</u></b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>ADOPTED</b>
	<b>08-09</b>	<b>YEAR-END</b>	<b>BUDGET</b>
		<b>09-10</b>	<b>10-11</b>
<b>REVENUES</b>			
Property Taxes	159,790	154,697	169,320
Investment Earnings	1,383	52	100
<b>TOTAL REVENUES</b>	<b>161,173</b>	<b>154,749</b>	<b>169,420</b>
<b>EXPENDITURES</b>			
Personnel - Salaries	101,471	55,589	75,559
Personnel - Benefits	35,965	24,955	34,256
Professional & Tech. Services	10,456	1,600	1,814
Debt Service	82,225	84,490	81,567
<b>TOTAL EXPENDITURES</b>	<b>230,117</b>	<b>166,634</b>	<b>193,196</b>
<b>FUND BALANCE-BEGINNING</b>	<b>108,284</b>	<b>39,340</b>	<b>27,455</b>
<b>FUND BALANCE-ENDING</b>	<b>39,340</b>	<b>27,455</b>	<b>3,679</b>



CITY OF BRIGHTON  
LDFA DEBT SERVICE  
FY 2010-11

<u>Debt Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
1996 - \$375,000	35,000	2,993	37,993
2002 - \$570,000	20,000	23,575	43,575
Total	<b>55,000</b>	<b>26,567</b>	<b>81,567</b>



*FY 2010-11 Adopted Budget*

City of Brighton  
2010 LDFA

	<u>REAL</u>	<u>PERSONAL</u>	<u>TOTAL</u>
2010 Adjusted Taxable Value	9,159,525	9,499,255	18,658,780
Less: Base Year (1995) TV	<u>618,600</u>	<u>-</u>	<u>618,600</u>
Captured TV	8,540,925	9,499,255	18,040,180
x Operating Millage Rate	<u>0.0093857</u>	<u>0.0093857</u>	<u>0.0093857</u>
Total LDFA Tax Increment Revenue	<u>80,162.56</u>	<u>89,157.16</u>	<u>169,319.72</u>
LDFA Tax Increment Revenue By Unit	<u>REAL</u>	<u>PERSONAL</u>	<u>TOTAL</u>
City	63,575.23	70,708.65	134,283.88
County	<u>16,587.33</u>	<u>18,448.50</u>	<u>35,035.83</u>
Total	<u>80,162.56</u>	<u>89,157.16</u>	<u>169,319.72</u>



## Utilities Fund

### Summary Analysis

The Utilities Fund is an Enterprise Fund used to account for all of the City's Water and Sanitary Sewer and operations, including the acquisition of capital assets and any related debt service.

The City bills approximately 2,989 regular water meters and 715 secondary water meters on a monthly basis. The City bills approximately 2,975 wastewater customers on a monthly basis. The City has two Water Treatment Plants with a combined capacity of 4.0 MGD and currently treats 1.9 MGD with 3 storage tanks with combined capacity of 1.5 MGD. In addition, the City has 50 miles of underground water lines. The City has one Wastewater Treatment Plant with a total treatment capacity of 2.25 MGD, currently treating 1.4 MGD. The City maintains 45 miles of sewer lines and 11 lift stations.

The City has traditionally targeted to have a Utilities Fund Working Capital balance of 25% of operating expenditures. As the City has fine-tuned this financial indicator, we have further defined operating expenditures to be exclusive of depreciation, a non-cash item. In this context, a target working capital balance equal to approximately one quarter of the fiscal year, provides a reasonable cushion to pay for ongoing expenses in the event of revenue shortfalls, or emergencies requiring unexpected outlays of cash.

### **FY 09-10 YEAR-END PROJECTION vs. FY 08-09 ACTUAL -**

- Revenue/Contributions are projected to increase by \$331,525 or 8.3% primarily due to a planned \$630,000 bond issue in FY 09-10, partially offset by less grant proceeds in 09-10. The combination of total revenue and capital & other contributions remained essentially flat from FY 08-09 to FY 09-10, despite a 5% increase in user fee rates in FY 09-10. This is primarily caused by a projected 10,906,000 gallon or 3% decrease in water billable flow/consumption in FY 09-10 compared to FY 08-09, and a similar projected 9,385,000 gallon or 3% decrease in sewer billable flow/consumption in FY 09-10 compared to FY 08-09. We believe this decrease is caused by less over-estimating with the auto-read program, lower sprinkler usage due to weather conditions and an increase in vacant/foreclosed homes and businesses. In addition, water and sewer connection fee sales as defined by Residential Equivalent Units (REU's), is projected to decrease by 5 units or 14% in FY 09-10 compared to FY 08-09. We believe this is directly caused by the recent and continued economic downturn in the economy, as well as limited land available for development in the City of Brighton.
- Expenses/Capital Assets are projected to increase by \$13,061 or 0.2% from the previous year. Operations and Maintenance (O&M) expenses increased by \$217,365 or 5.9%, Capital Assets decreased by \$384,827 or 61.5%, Debt Service increased by \$55,202 or 3.9%, Appropriations to Other Funds (the General Fund) increased by \$125,000 or 100%, and Post Employment Benefits increased by \$321 or 1.3%. Capital Assets are decreasing in FY 09-10 compared to FY 08-09 because it is projected at this time that approximately \$500,000 of the planned \$600,000 3<sup>rd</sup> Street Pump Station Project will carry forward and be incurred in FY 10-11, and \$80,000 of budgeted generators will be deferred indefinitely.
- The impact from above results in a projected \$249,353 increase in Working Capital to \$1,078,983 at June 30, 2010, which is 38% of total projected expenses (less depreciation) for FY 09-10. However, **it is important to realize that the majority of the increase in Working Capital is due to the planned carry forward of \$500,000 of bond proceeds into FY 10-11 for the 3<sup>rd</sup> Street Pump Station Project. If the 3<sup>rd</sup> Street Pump Station Project was completed in FY 09-10, then Working Capital would be decreasing by \$260,523 to an ending Working Capital balance of**



## Utilities Fund

### Summary Analysis, continued

- **\$818,460 or 20% of total projected expenses (less depreciation), which is less than the City's Target Working Capital Balance of 25% of total projected expenses (less depreciation). The adopted FY 09-10 Budget assumed that Working Capital would decrease by \$116,956 by June 30, 2010. The fact that working capital would be decreasing by \$260,523 if the budgeted 3<sup>rd</sup> Street Pump Station Project was completed in FY 09-10 is primarily caused by the projected decrease in water/sewer billable flow compared to budget, which is an approximate 10,000,000 gallon or 3% decrease.**

### **FY 10-11 FINANCIAL PLAN vs. FY 09-10 YEAR-END PROJECTION -**

- Adopted revenue/contributions will decrease by \$493,978 or 11.4% primarily due to no bond or grant financing in FY 10-11, as well as the end of the PILOT contributions from the Genoa Pine Creek Utility Service Agreement, partially offset by increased user fees. The approximate \$187,000 increase in user fees results from an approximate 6.5% increase in user fee rates applied to an approximate 3,500,000 gallon increase or 1% increase in projected billable flow/consumption. This 6.5% increase in user fees is based on calculations from the utility user fee rate setting methodology adopted by the City Council in June 2007.
- Adopted expenses/capital assets will increase by \$123,184 or 2% from the previous year. The increase results primarily from the net of a \$173,431 or 4% decrease in O&M (which includes the elimination of part-time temporary help and savings from an employee retirement and holding the position vacant through June 30, 2011), \$375,578 or 236% increase in capital assets (\$500,000 carry forward for the 3<sup>rd</sup> Street Pump Station Project), a \$157,539 or 11% decrease in debt service (the net of the debt roll off of a 1988 water supply system bond and the new bond issue for the 3<sup>rd</sup> Street Pump Station Project), a \$48,948 or 39% increase in appropriations to other Funds (appropriation to the OPEB Trust), and a \$29,628 or 122% increase in post employment benefits due to a recent employee retirement.
- For FY 2010-11, the Base Budget for the majority of the non-personnel expenses has been reduced by 10%, non-union administrative employees are budgeted to take a salary freeze for the third year in a row, union employees are budgeted to negotiate a wage freeze, the second year of the one-day a month Furlough program continues, non-union employees continue to contribute 5% towards their health insurance premiums and the newly approved cost savings deductible health insurance plan is included for all employees and retirees.
- The Department submitted eight Additional Operational Funding Requests totaling \$91,326, without any recommended funding sources. The Additional Operational Funding Requests are not included in the adopted FY 2010-11 Budget.
- The impact from above, results in a projected \$363,243 decrease in Working Capital to \$715,740 at June 30, 2011, which exceeds the target of 25% of total expenses (less depreciation) for FY 10-11.



## *Utilities Fund*

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*Summary Analysis, continued*

### **FY 10-11 USER FEES & CHARGES -**

- The adopted budget reflects an average utility (water and sewer combined) user fee rate increase of \$4.32 per month or 6.5%, which is higher than the 5% increase estimated in the water and sewer rate study completed in 2007.
- The adopted budget reflects utility (water and sewer combined) connection fees increasing to \$8,500 per REU, which is \$500 less than what was estimated in the water and sewer rate study completed in 2007.

The financial challenges facing the City's Utilities Fund are great and, based on economic conditions and ultimate build-out, are expected to worsen before they can improve. Based on current conditions, the number of new connections to the City's utility systems is finite. More importantly, the number of total potential users of the City's utility system is finite and limited based on existing conditions. Therefore, the City needs to establish policies which assures that the Utilities Fund will remain self supporting for the long-term with its user fees and connection fees, while proactively marketing its utility services to attract more interlocal users to grow the base of customers.



**CITY OF BRIGHTON  
FINANCIAL SUMMARY  
UTILITIES FUND**

	<b>ACTUAL</b>	<b>YEAR-END</b>	<b>FINANCIAL</b>
	<b>FY 2008-09</b>	<b>PROJECTED</b>	<b>PLAN</b>
	<u><b>FY 2008-09</b></u>	<u><b>FY 2009-10</b></u>	<u><b>FY 2010-11</b></u>
<b>REVENUES</b>			
Service Charges	3,029,688	3,119,858	3,306,493
Other Revenue	153,983	51,078	64,826
Fines & Forfeits	<u>39,125</u>	<u>39,550</u>	<u>41,350</u>
Total Operat. Revenue	3,222,796	3,210,486	3,412,669
Interest Income	<u>18,289</u>	<u>4,000</u>	<u>4,000</u>
<b>TOTAL REVENUES</b>	<u><b>3,241,085</b></u>	<u><b>3,214,486</b></u>	<u><b>3,416,669</b></u>
<b>EXPENSES</b>			
Sewer	2,126,919	2,232,301	2,211,518
Water	1,437,087	1,557,208	1,433,432
StormWater	<u>121,866</u>	<u>114,053</u>	<u>114,808</u>
Total Oper. Expenses	3,685,872	3,903,561	3,759,757
Bond Issuance Cost	2,469	32,518	2,535
Interest Expense	<u>539,036</u>	<u>506,688</u>	<u>507,132</u>
<b>TOTAL EXPENSES</b>	<u><b>4,227,377</b></u>	<u><b>4,442,767</b></u>	<u><b>4,269,424</b></u>
<b>INCOME/(LOSS) Before Operating Transfers</b>	(986,292)	(1,228,281)	(852,755)
Lines Donated by Developers	50,000	100,000	100,000
Net Operating Transfers	<u>100,000</u>	<u>(125,000)</u>	<u>(173,948)</u>
<b>NET INCOME/(LOSS)</b>	(836,292)	(1,253,281)	(926,703)
<b>DEPRECIATION ON CAPITAL ASSETS</b>			
<b>ACQUIRED BY FEDERAL GRANTS</b>	<u>374,461</u>	<u>374,461</u>	<u>374,461</u>
<b>INCREASE/(DECREASE) IN RETAINED</b>			
<b>EARNINGS/(ACCUMULATED DEFICIT)</b>	(461,831)	(878,820)	(552,242)
<b>CAPITAL ASSETS (less restricted portion)</b>	(544,250)	(159,422)	(535,000)
<b>OTHER COSTS</b>	(28,400)	-	-
<b>DEPRECIATION/AMORTIZATION</b>	1,178,962	1,200,438	1,205,003
<b>CURRENT PORTION OF N/Y L.T. DEBT</b>		-	-
<b>CONTRIBUTED CAPITAL</b>	292,034	325,560	308,196
<b>GRANT PROCEEDS</b>	304,203	48,797	-
<b>PROCEEDS OF LONG-TERM DEBT</b>	-	630,000	-
<b>PAYMENT OF LONG-TERM DEBT</b>	<u>(859,700)</u>	<u>(917,200)</u>	<u>(789,200)</u>
<b>CHANGE IN WORKING CAPITAL</b>	(118,982)	249,353	(363,243)
<b>WORKING CAPITAL-BEGINNING</b>	<u>948,612</u>	<u>829,630</u>	<u>1,078,983</u>
<b>WORKING CAPITAL-ENDING</b>	829,630	1,078,983	715,740
<b>WC as a % of Expenses less Depreciation</b>	<b>30%</b>	<b>38%</b>	<b>28%</b>
<b>WC as a % of Expenses with Depreciation</b>	<b>19%</b>	<b>25%</b>	<b>17%</b>



FY 2010-11 Adopted Budget

CITY OF BRIGHTON  
 UTILITY RATE COMPARISON  
 ACTUAL FY 2009-10 VS  
ADOPTED FY 2010-11

	<u>FY 2009-10</u>	<u>FY 2010-11</u>	<u>\$ VARIANCE</u>	<u>% VARIANCE</u>
<b>Connection Fee Per REU:</b>				
Sewer	\$5,755	\$6,118	\$363	6%
Water	\$2,245	\$2,382	137	6%
Total	<b>\$8,000</b>	<b>\$8,500</b>	<b>\$500</b>	<b>6%</b>

	<u>FY 2009-10</u>	<u>FY 2010-11</u>	<u>\$ VARIANCE</u>	<u>% VARIANCE</u>	<u>FY 2009-10</u>	<u>FY 2010-11</u>	<u>\$</u>	<u>%</u>
	<u>UNIT CHR.G.</u>	<u>UNIT CHR.G.</u>			<u>MO. CHR.G.</u>	<u>MO. CHR.G.</u>	<u>VARIANCE</u>	<u>VARIANCE</u>
<b>User Fees:</b>								
<b>Sewer -</b>								
Commodity/1,000 gal.	\$3.52	\$3.48	(\$0.04)	(1%)	\$28.16	\$27.84	(\$0.32)	(1%)
Administration/Meter/Mo.	\$5.27	\$6.04	\$0.77	15%	5.27	6.04	0.77	8%
Debt/3/4" Meter/Mo.	\$7.14	\$19.49	\$12.35	173%	7.14	19.49	12.35	159%
Total	<b>\$15.93</b>	<b>\$29.01</b>	<b>\$13.08</b>	<b>74%</b>	<b>\$40.57</b>	<b>\$53.37</b>	<b>\$12.80</b>	<b>32%</b>
<b>Water -</b>								
Commodity/1,000 gal.	\$3.21	\$2.15	(\$1.06)	-33%	\$25.68	\$17.20	(\$8.48)	(33%)
Debt/1,000 gal.	\$0.00	\$0.00	\$0.00	-	\$0.00	-	-	-
Total	<b>\$3.21</b>	<b>\$2.15</b>	<b>(\$1.06)</b>	<b>-33%</b>	<b>\$25.68</b>	<b>\$17.20</b>	<b>(\$8.48)</b>	<b>(33%)</b>
<b>TOTAL SEWER AND WATER</b>					<b>\$66.25</b>	<b>\$70.57</b>	<b>\$4.32</b>	<b>6.5%</b>



CITY OF BRIGHTON  
 USER FEE  
 HISTORY AND PROJECTION

	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
Average Quarterly User Fee					
Sewer	\$105.48	\$113.70	\$124.71	\$121.71	\$160.11
Water	\$61.14	\$61.71	\$64.56	\$77.04	\$51.60
Total	\$166.62	\$175.41	\$189.27	\$198.75	\$211.71
<b>\$ Change</b>	<b>\$4.99</b>	<b>\$8.79</b>	<b>\$13.86</b>	<b>\$9.48</b>	<b>\$12.96</b>
<b>% Change</b>	<b>3%</b>	<b>5%</b>	<b>7.9%</b>	<b>5.0%</b>	<b>6.5%</b>

CITY OF BRIGHTON  
 CONNECTION FEE  
 HISTORY AND PROJECTION

	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
Connection Fee Per REU					
Sewer	\$6,180	\$5,400	\$5,755	\$5,755	<b>\$6,118</b>
Water	\$4,979	\$2,100	\$2,245	\$2,245	<b>\$2,382</b>
Total	\$11,159	\$7,500	\$8,000	\$8,000	\$8,500
<b>\$ Change</b>	<b>\$821</b>	<b>(\$3,659)</b>	<b>\$500</b>	<b>\$0</b>	<b>\$500</b>
<b>% Change</b>	<b>8%</b>	<b>-33%</b>	<b>7%</b>	<b>0%</b>	<b>6%</b>



FY 2010-11 Adopted Budget

UTILITIES FUND  
DEBT SERVICE  
FY 2010-11

<u>Department</u>	<u>Debt Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Sewer	1993 - Challis S.A.	35,000	3,850	38,850
	2001 - WWTP - MMBA	500,000	322,175	822,175
	2006 - \$800,000 (24%)	6,000	7,146	13,146
	2007 - \$2,285,000 (16.5%)	8,250	14,859	23,109
	2010 - \$630,000	17,000	37,549	54,549
	Total	<b>566,250</b>	<b>385,580</b>	<b>951,830</b>

<u>Department</u>	<u>Debt Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Water	1995 - Refunding/Improvement	75,000	23,375	98,375
	1997 - Lake Edgewood	17,200	7,224	24,424
	2000 - County DPW (46%)	23,000	21,192	44,192
	2007 - \$2,285,000 (16.5%)	8,250	14,859	23,109
	2004 - DWRF-MMBA (\$1,520,000)	65,000	22,457	87,457
	Total	<b>188,450</b>	<b>89,107</b>	<b>277,557</b>

<u>Department</u>	<u>Debt Issue</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Storm	2000 - County DPW (54%)	27,000	24,877	51,877
	04-05 \$2,200,000 (10%)	7,500	7,568	15,068
	Total	<b>34,500</b>	<b>32,445</b>	<b>66,945</b>

TOTAL FUND **789,200** **507,132** **1,296,332**



## *Wastewater Division*

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### **Mission Statement – Wastewater Division**

The City of Brighton Wastewater Division's mission for operations is to provide for the collection, treatment and proper discharge of domestic, commercial and industrial wastewater in accordance with the State of Michigan National Pollutants Discharge Elimination System (NPDES) Discharge Permit and United States Environmental Protection Agency regulations. The provision of proper environmental stewardship in the field of wastewater treatment for all customers is paramount in the daily operation of the treatment system.

### **2010-2011 Performance Objectives**

1. Continue to encourage employee continuing education and safety training related to the environmental field and treatment operations.
2. Begin developing an asset inventory and management program for treatment facilities, lift stations and collection system.
3. Continue annual cleaning of all sanitary sewer mains in the City's collection system. (City goal 82)
4. Review and continue efforts with comprehensive maintenance program to ensure equipment efficiency and prevent any premature failure of equipment and process treatment. (City goal 95)

### **2009-2010 Significant Achievements**

- Received new NPDES permit following MDEQ review and approval.
- Staff completed complete rebuilds on three (3) Rotary Lobe Pumps saving \$7500.00 by performing all work in-house.
- Cleaned over 60% of sanitary sewer system in the calendar year.
- Successfully meet all sampling, monitoring and process control requirements by the MDEQ and EPA.



## *Water Division*

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### **Mission Statement – Water Division**

The City of Brighton Water Division's mission for operations is to provide an uninterrupted supply of clean, safe and clear water to its customers in sufficient amount to meet their needs and demands throughout the entire year.

### **Divisional review of Responsibilities**

The Water Division is charged with providing adequate, safe drinking water for personal use and for other needs that the residents of the City of Brighton requires. This includes providing sufficient water and pressures for fire suppression needs in addition to the needs for irrigation and other public uses. Repairs of the water system including water plant equipment, water mains and appurtenant structures are all part of this division's responsibilities. Additionally, the department must operate within State and Federal Clean Water Act (CWA) guidelines and regulations. The water division is also currently working towards a total conversion of our water meters and meter reading systems to a system that is computer/radio read generated and prepared.

### **2010-2011 Performance Objectives**

1. Continue to encourage employee continuing education and safety training related to the environmental field and treatment operations.
2. Begin developing an asset inventory and management program for treatment facilities & distribution system infrastructure.
3. Review and continue efforts with comprehensive maintenance program to ensure equipment efficiency and prevent any premature failure of equipment and process treatment. (City goal 82)
4. Begin and implement a hydrant identification and history log for all hydrants in the City's distribution system. (City goal 95)

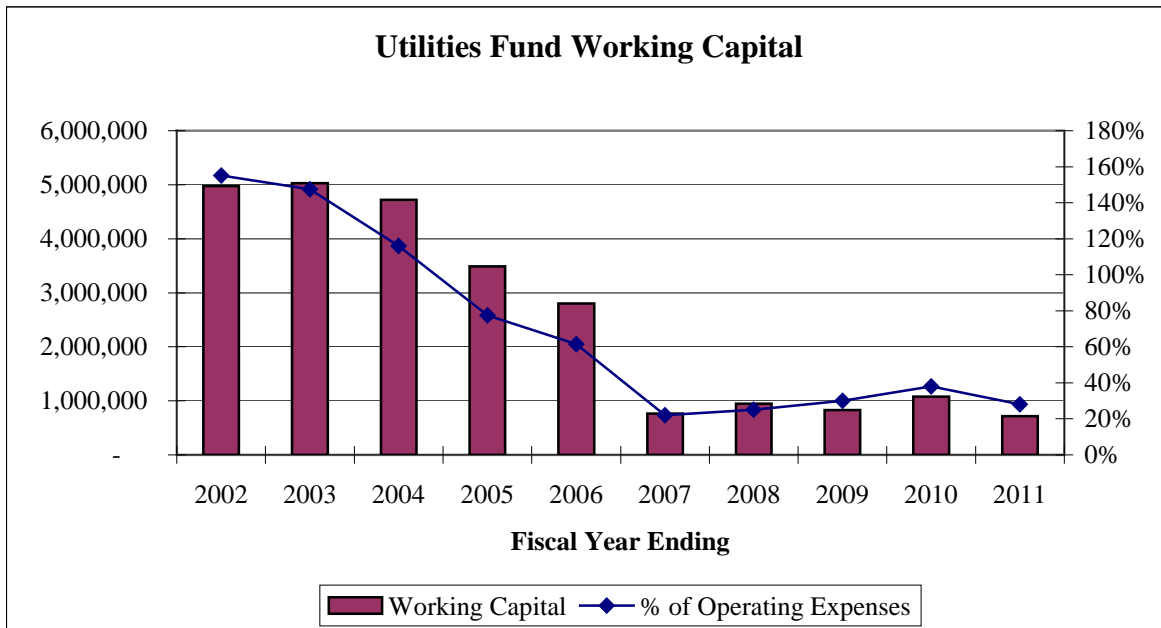
### **2009-2010 Significant Achievements**

- Successfully meet all sampling, monitoring and regulatory requirements for the calendar year.
- Rebuilt pump assembly on Well #6 @ Challis Road WTP, which increased well performance and efficiency, lowering operational cost.
- Perform a washout and condition assessment on the Summit Standpipe and the North Star Tank in accordance to AWWA Standards.
- Clean exterior of the Summit Standpipe.



## Utilities Fund

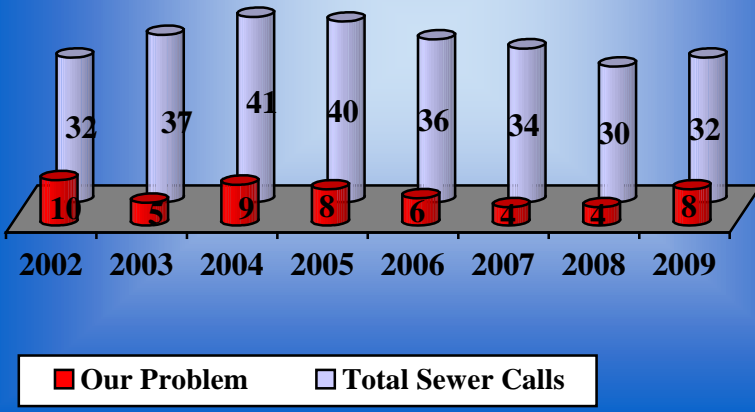
	Performance Indicators	2008 Actual	2009 Actual	2010 Estimate	2011 Budget
Output	MG Wastewater Treated	529	501	510	515
	Wastewater Received from Hamburg Twp (MG)	59.00	53.49	54.00	54.00
	Sewer Main Blockages	3	8	8	8
	MG Water Pumped	535	501	508	512
	Daily Pumpage Average	1.45	1.37	1.4	1.4
	Water Main Breaks	3	3	4	4
	Cross Connection Inspections	147	109	120	120
	Backflow Devices requiring testing	174	302	310	320
Efficiency	% of Sanitary Sewer Main Cleaning Completed	100%	60%	60%	100%
	% of Troubled Sanitary Sewer Main Cleaned Monthly	100%	100%	100%	100%
	% of Water Samples Meeting Federal/State Standards	100%	100%	100%	100%





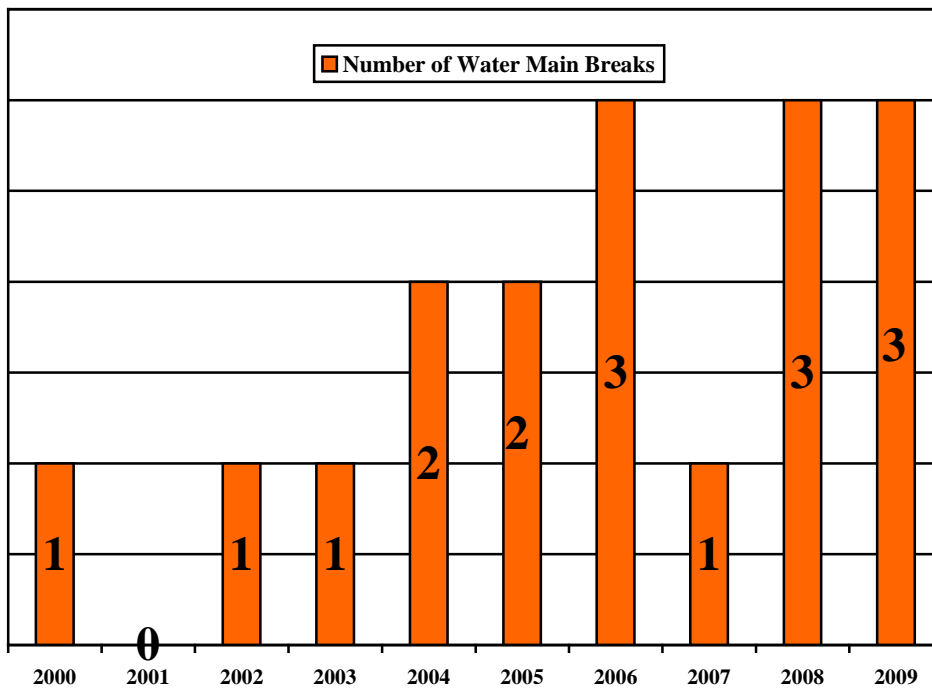
### Sewer Related Calls 2002-2009

During the 2009 calendar year the City of Brighton responded to 32 sewer related calls, only 8 were our responsibility with 3 resulting a property damage claim



In 2009, staff from the Department of Public Service cleaned over 60% of Sanitary Sewer Main as part of our yearly preventive maintenance program.

### Water Main Breaks



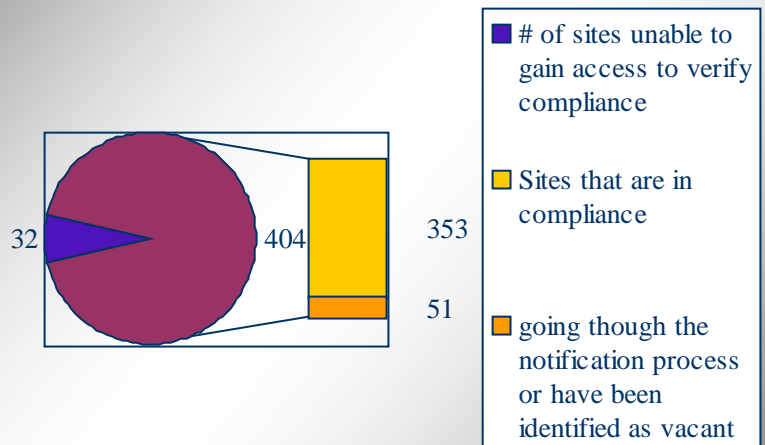
During the past several years monies spent on improvements to the water distribution system have not only aided in improved water quality, but also reduced repair cost.



## Cross Connection Program

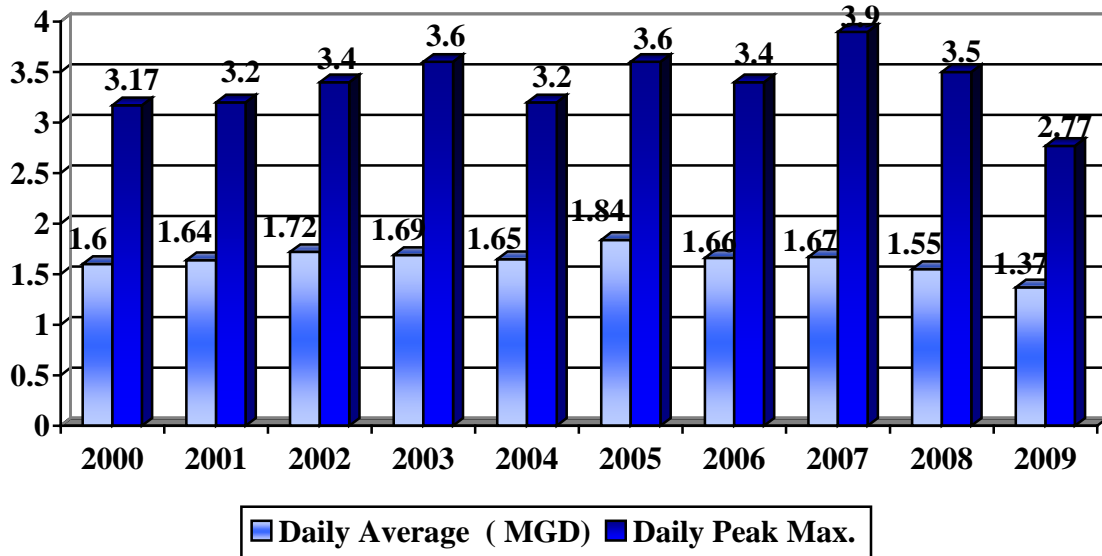
In 2002, staff identified the need to develop a more thorough and comprehensive Cross Connection Program. City staff along with the contractual services provide by Hydro Designs have identified over 404 accounts to inspect for compliance status, and obtain the information needed for the program's development and the future management.

Since the beginning of the program 404 sites have been inspected, today 353 of those sites are in-compliance

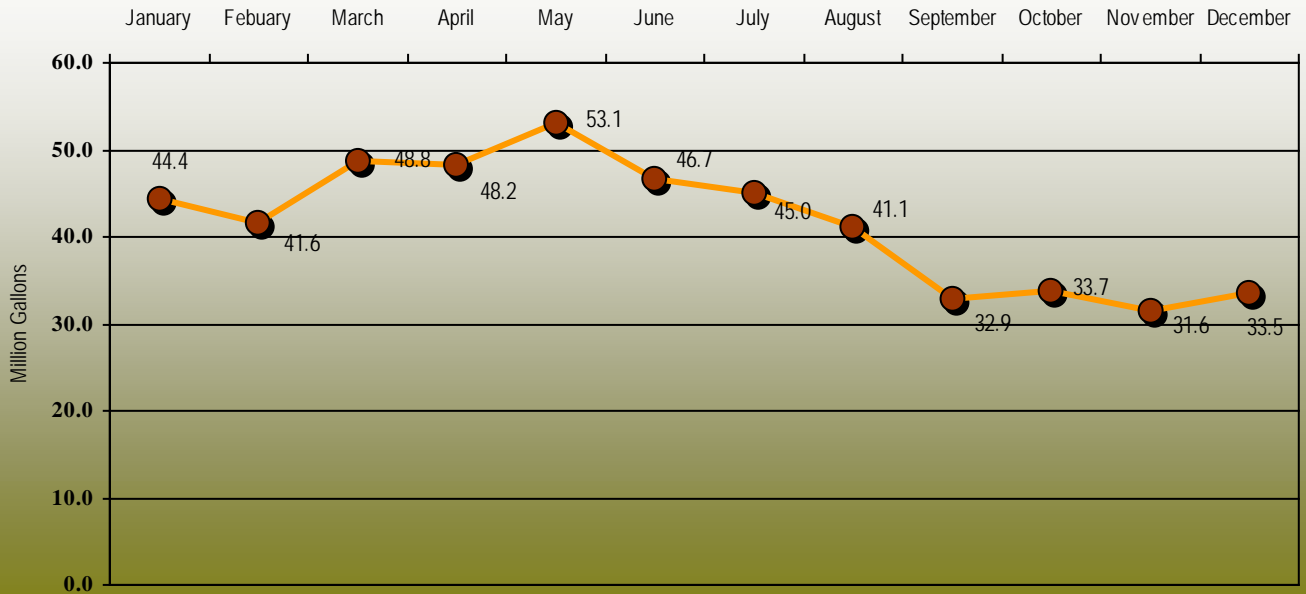




### Water Pumped to Distribution System



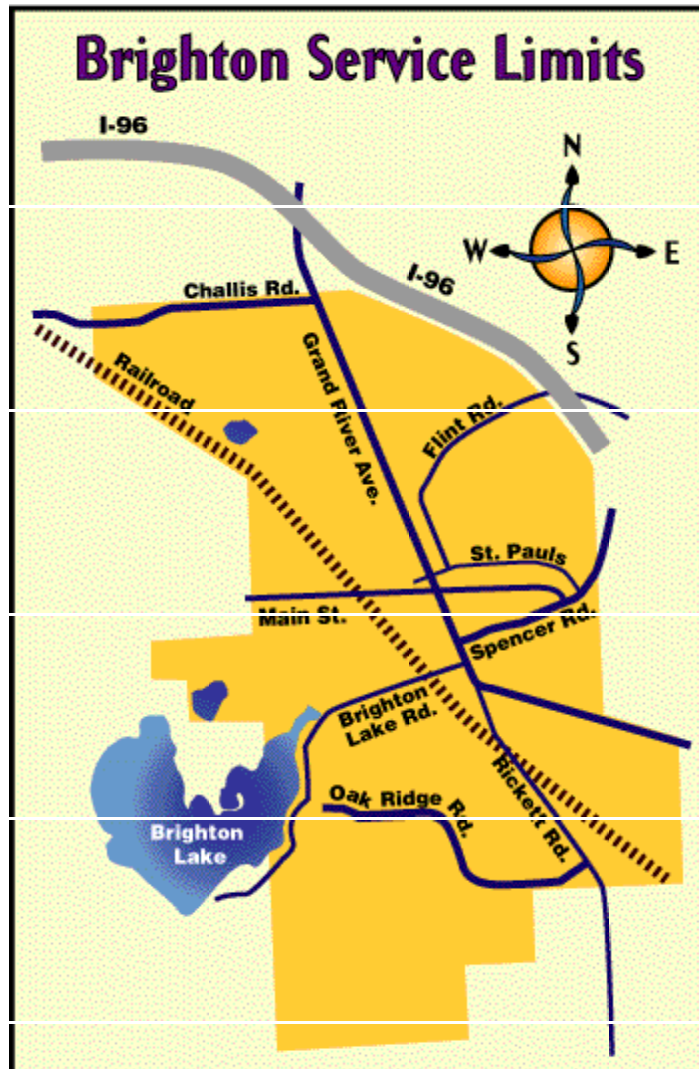
### The City of Brighton WWTP treated 501 million gallons of wastewater in 2009





## Statistical Information

The City of Brighton is situated upon the four corners of Brighton, Genoa, Hamburg and Green Oak Townships in the southeast quadrant of Livingston County. Brighton was incorporated as a village in 1867 and later became a city in 1928. Early growth of the village centered around its Mill Pond and its location along Grand River Trail. Today, the City of Brighton is the second most populated city in Livingston County. Brighton's growth is influenced by the nearby juncture of two interstate expressways, US-23 and I-96. The Brighton City Logo of the "4 b's" was designed many years ago as a representation of Brighton's proximity to the interchange of two major highways, i.e, I-96 and U.S. 23.





### CITY GOVERNMENT

Form of Government	Council/Manager	
Mayor	Ricci Bandkau	
City Council Members	Jim Bohn James Muzzin Claudia Roblee	Chad Cooper Shawn Pipoly Larry Schillinger
City Manager	Dana Foster	

### CITY SERVICES

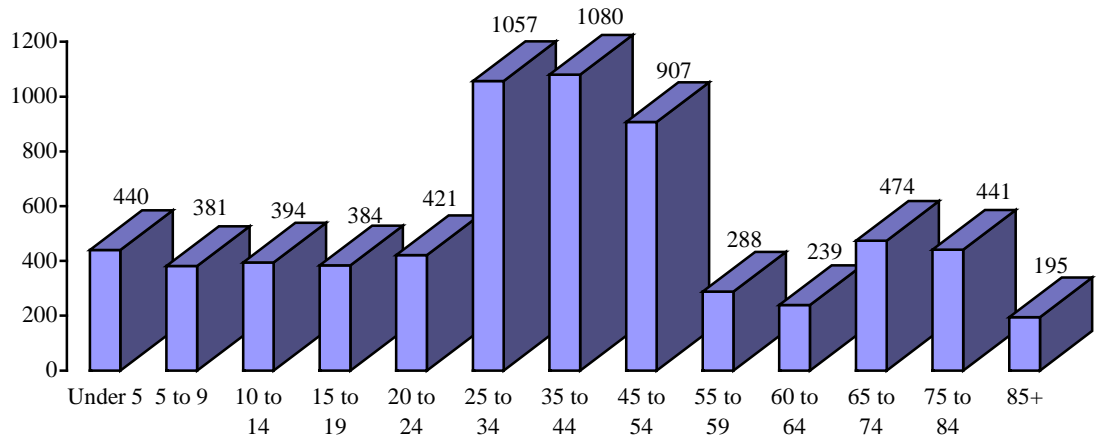
Number of Full-time Police Officers	17
Water Plant Capacity	4,000,000 Gallons/Day
Sewage Treatment Capacity	2,250,000 Gallons/Day
Comprehensive Master Plan	Yes
Municipal Zoning	Yes
Engineering Design Standards	Yes
Downtown Development Authority	Yes
Local Development Finance Authority	Yes
Municipal Parks	Yes
Building Authority	Yes

### COMMUNITY PROFILE

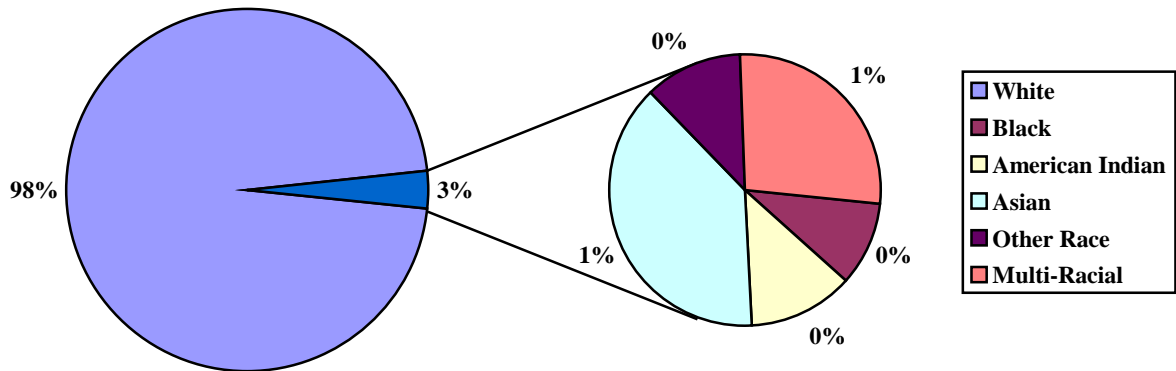
Area (square miles)	3.65		
1990 Population	5,686		
1995 Population	5,983		
2000 Population	6,701		
2009 Population	7,701		
2009 Number of Households	3,470		
Persons per Household	2.21		
Owner occupied	79%		
Taxable Value (2010)	\$422,781,710		
Taxable Value Breakdown	Residential 48%	Industrial 5.5%	
	Commercial 37.5%	Personal 9%	



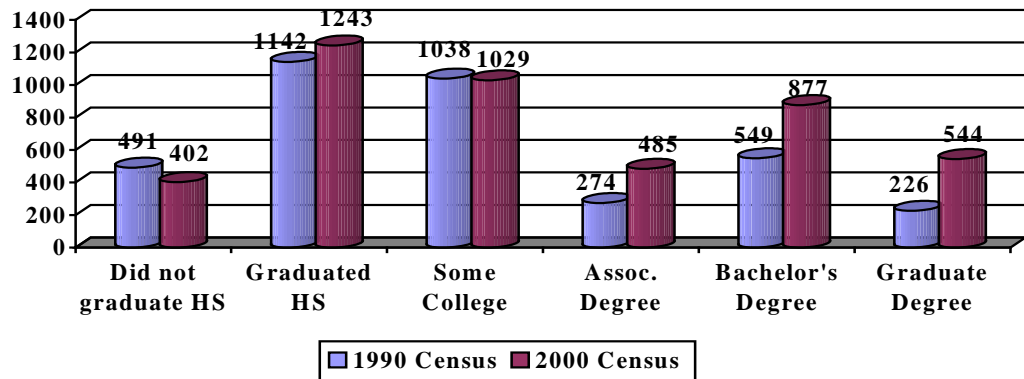
### 2000 POPULATION BY AGE



### 2000 POPULATION BY RACE



### POPULATION AGE 25 OR OLDER BY EDUCATION





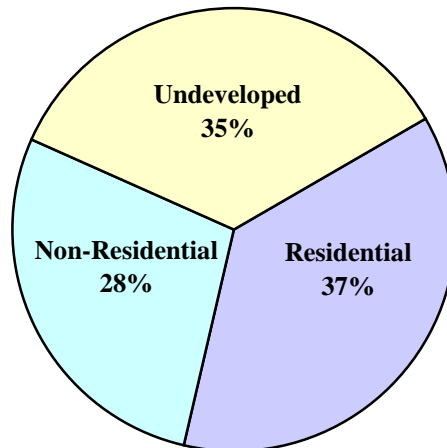
2000 INCOME		2000 OCCUPATIONS	
Median Household Income	\$43,958	Employed Civilian Population 16 Years & Older	3,707
Median Family Income	\$57,149	Largest Occupational Categories:	
Households With Social Security Income	858	▪ Management, Professional, & Related Occs.	1,363
Mean Annual Social Security Income	\$11,559	▪ Sales & Office Occupations	984
Households with Public Assistance Income	83	▪ Service	569
Mean Public Assistance Income	\$2,738	Largest Industrial Categories:	
Households with Retirement Income	678	▪ Educational, Health & Social Services	729
Mean Annual Retirement Income	\$14,007	▪ Manufacturing	711
Poverty 3% or 54 families, 44 with children under 18		▪ Retail Trade	537



### LAND USE / LAND COVER

LAND USE TYPE	1990 ACRES	2000 ACRES
Single-Family <sup>1</sup>	548 (23%)	623 (27%)
Multiple-Family	146 (6%)	242 (10%)
Commercial and Office	248 (11%)	295 (13%)
Institutional	88 (4%)	88 (4%)
Industrial	109 (5%)	176 (8%)
Transportation, Communication, and Utility	62 (3%)	62 (3%)
Cultural, Outdoor Recreation, and Cemetery	38 (2%)	38 (2%)
Active Agriculture	41 (2%)	5 (0%)
Grassland and Shrub	656 (28%)	388 (17%)
Woodland and Wetland	214 (9%)	183 (8%)
Extractive and Barren	54 (2%)	62 (3%)
Water	116 (5%)	110 (5%)
Under Development <sup>2</sup>	21 (1%)	69 (3%)
Total Acres <sup>3</sup>	2,341	2,341

1- Single-Family land use: areas of single-family houses, and also includes manufactured housing, farmsteads, and portions of developing single-family residential.  
 2- Under Development: includes two types of areas, 1. The acreage not built on in areas where new residential construction is partially completed, and 2. Areas where ground breaking has occurred and no land use type could be determined.  
 3- 1990 and 2000 total acres and related percentages may not be the same due to rounding errors and precision differences between 1990 and 2000 GIS layers.





### RESIDENTIAL DENSITY (UNITS PER ACRE)

DENSITY TYPE	1990	2000	1990-2000 INCREMENT(1)
Single-Family Land Use	2.56	2.33	0.66
Gross Residential Density	3.61	3.70	4.06

1 - 1990-2000 Increment: The density of housing units built 1990-2000, that is, the number of housing units built divided by the area of residential land added 1990-2000. Increment values are not shown for categories in which acreage and/or units decreased, or in which acreage changed by less than 10 acres.

### SUMMARY OF DEVELOPMENT CHANGES (IN ACRES)

DEVELOPMENT STATUS	1990	2000	1990-2000 CHANGE
Undeveloped	1,102	817	-285 (-25.9%)
Developed	1,238	1,524	286 (23.1%)
Residential	694	866	172 (24.8%)
Nonresidential	544	658	114 (21.0%)
Percent Developed	52.9	65.0	12.1 (22.9%)

### SURROUNDING COMMUNITIES

2000	POPULATION	AREA (ACRES)	TOTAL EMPLOYMENT	MEDIAN HOUSEHOLD INCOME
Brighton City	6,701	2,340	9,214	\$47,897
Brighton Township	17,673	22,137	7,755	\$83,940
Genoa Township	15,901	23,299	7,204	\$71,398
Green Oak Twp	15,618	23,655	5,199	\$75,173
Hamburg Twp	20,627	23,054	1,703	\$75,960
Howell City	9,232	2,753	10,246	\$43,958



### MAJOR TAXPAYERS

The 2010 State Equalized Valuation and the 2010 Taxable Value of each of the City's major taxpayers (including abatements) is as follows:

NAME OF TAXPAYER	STATE EQUALIZED VALUATION	TAXABLE VALUE
EberSpaecher NA, Inc.	\$15,552,050	\$15,542,090
Brighton Mall	11,503,050	9,021,840
BMH Realty, Inc.	8,651,960	7,608,260
Brighton Holdings	8,222,710	7,425,980
Emerivent Brighton LLC	6,570,960	6,562,480
Aberdeen of Brighton	6,439,060	6,439,060
Good Will Co, Inc	7,274,460	5,463,090
MJR Group	5,309,610	5,309,610
Brighton Commercial LLC	5,216,210	4,537,210
Brighton Care LLC	6,969,640	4,200,470

### MAJOR EMPLOYERS

NAME OF TAXPAYER	PRODUCT/SERVICE	NO. EMPLOYEES
Brighton Area Schools	Education	650
Meijer Inc.	Retail Merchandise	250
Target	Retail Merchandise	150



## **GLOSSARY OF BUDGET AND FINANCE TERMS**

The Annual Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the Annual Budget document in understanding these terms, this budget glossary has been included in the document.

**Activity Budget(s):** Cost centers or specific and commonly recognized service functions within a fund or department to which specific expenses are to be allocated.

**ACT 51:** The common reference to the State Gas & Weight Tax Act. “Act 51 Revenues” then generally means those revenues distributed to Cities and other local governments from the State’s Gas & Weight related taxes/fees.

**Ad Valorem:** Imposed at a rate percent of the value as stated.

**Appropriation:** An expenditure authorization made by the City Council, which permits charges against specified funding sources. Appropriations are usually made for fixed amounts and are typically approved for the entire fiscal year unless otherwise amended by the City Council.

**Approved/ Adopted Budget:** The City’s budget & expenditure authority as adopted by the City Council in a vote conducted after a City Charter-required public hearing to collect public input on the Proposed Budget. Generally the City Council adopts the budget at the 2<sup>nd</sup> regular Council meeting in May each year for a fiscal year starting July 1 of the same year.

**Assessed Valuation:** The estimated value placed upon real and personal property by the City Assessor. Assessed value is required to be at 50% of true cash value.

**Assets:** Property owned by the City, which has monetary value.

**Audit:** A systematic examination of resource utilization concluding in a written report. It is a test of management’s internal controls and is intended to:

- Ascertain whether financial statements fairly present financial positions and results of operations;
- Test whether transactions have been legally performed;
- Identify areas for possible improvements in accounting practices and procedures;
- Ascertain whether transactions have been recorded accurately and consistently;
- Ascertain the stewardship of officials responsible for governmental resources.

**Balanced Budget:** The budgeted revenues (including available unreserved Fund Balance) are equal or more than the budgeted expenditures.



## **GLOSSARY OF BUDGET AND FINANCE TERMS con't**

**Base Budget:** The budget predicated on maintaining the existing level of service.

**Bond (Debt Instrument):** A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital improvements.

**Budget Amendment:** Adjustments made to the budget or approved expenditure authority during the fiscal year by the City Council to properly account for unanticipated changes, which occur either in revenues or expenditures or for programs or policy objectives initially approved for the fiscal year. The State Budgeting Law requires amendments within each activity level budget, where needed to maintain expenditures.

**Budget (Operating):** A plan of financial operations embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceiling under which the City and its departments operate.

**Budget Calendar:** The schedule of key dates or milestones that the City follows in the preparation and adoption of the budget.

**Budgetary Control:** The level at which expenditures cannot legally exceed the appropriated amounts.

**Budgeted Funds:** Funds that are planned for certain uses. The budget document that is submitted for Council approval is composed of budgeted funds.

**Budget Message (City Manager's):** Initially, a general discussion of the proposed budget document presented in writing as a supplement to the budget document. The budget message explains principle budget issues against the background of financial experience in recent years and presents recommendations made by the City Manager.

**Capital Expenditures:** The expenditures for the acquisition of capital assets; whether major assets with long-term useful life spans or shorter-term operational capital needs such as office equipment, small tools & machinery. The expenditures are financed by either capital debt or cash-pay-as-you-go.

**Cash Management:** The management of cash necessary to pay for government services while investing temporarily idle cash in order to earn interest. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds safely in order to achieve the highest interest on temporary cash balances.

**CIP:** Abbreviation for Capital Improvement Program.



## **GLOSSARY OF BUDGET AND FINANCE TERMS con't**

**Contingency:** An estimated amount of funds needed for deficiency or emergency purposes. An annual appropriation to cover short falls in revenue and/or underestimation of expenditures. Under Michigan law, to be used contingencies must be moved to a more distinctive appropriation by a budget amendment.

**Contractual Services:** Items of expenditure from services that the City receives from an outside company. HVAC, maintenance, custodial services, Building, Mechanical, and Plumbing Inspectors are examples of contractual services.

**CPI:** Abbreviation for Consumer Price Index.

**Current Taxes:** Taxes that are levied and due within one year.

**DDA:** The **Downtown Development Authority** whose revenues are derived from or produced by the “capture” of tax revenue which is calculated by applying ½ of the City and County operating millage to the incremental increase in taxable value from the base year. The DDA can then use these revenues for any and all projects from the City Council approved development plan

**Debt Service:** the City’s obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**Department:** A major activity of the City, which indicates overall management responsibility for an operation of a group of related operations within a functional area.

**Depreciation:** That portion of the cost of a capital asset, used during the year to provide service.

**Enterprise Fund:** A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenses. Enterprise funds are established for services such as water and sewer utilities.

**Estimated Revenue:** The amount of projected revenue to be collected during the fiscal year.

**Expenditure:** The cost of Governmental Fund goods delivered and services rendered, whether paid or unpaid.

**Fund:** An independent fiscal and accounting entity with a self-balancing set of accounts for the purpose of carrying on specific activities or attaining certain objectives.



## **GLOSSARY OF BUDGET AND FINANCE TERMS con't**

**Fund Balance:** Fund balance is the difference between assets and liabilities in a governmental fund. Fund balance is required to be reported in two components—reserved and unreserved. When fund balance is *reserved*, it either means that the resources are in a form that cannot be appropriated and spent or that the resources are legally limited to being used for a particular purpose. For instance, grant monies from the federal government that may be used only for a road project would be reported as reserved fund balance in a street fund. Likewise, the City's cemetery trust funds in the General Fund are nonexpendable resources that can be invested but not spent—as reserved fund balance. The portion of fund balance that is not reserved is fittingly called *unreserved* fund balance. It represents resources that can be used for any purpose of the fund they are reported in. Unreserved fund balance in a debt service fund can be used to repay any outstanding debt. Unreserved fund balance in the General Fund can be used for any public purpose at all. The City may report *designations* of their unreserved fund balance. Although unreserved fund balance is not legally limited to any specific purpose, the City may designate some unreserved fund balance to express its *intention* to use available resources in a particular manner, i.e., as in the carry forward of prior year encumbrances. A designation is not legally binding but does convey the City's plans for using its available resources. Reporting designations is optional.

**GAAP:** Abbreviation for Generally Accepted Accounting Principles.

**GASB:** The Governmental Accounting Standards Board, which provides direction in accounting and reporting requirements for units of government.

**General Fund:** The largest fund within the City, the General Fund accounts for most of the financial resources of the government that may be used for any lawful purpose. General Fund revenues include property taxes, licenses and permits, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as police protection, finance, public services and general administration.

**General Obligation Bonds:** When the City pledges its full faith and credit to the repayment of the bonds it issues, those bonds are General Obligation (G.O) bonds.

**GFOA:** Abbreviation for Government Finance Officers Association.

**Headlee Amendment:** The Headlee Amendment places an upper limit on the total amount of operating property taxes a city can collect in the fiscal year. This constitutional amendment limits the growth in taxable value attributed to market adjustment (excluding new construction) to the growth in the consumer price index (CPI). If this situation occurs, the operating millages, which are applied to the taxable value, must be reduced to compensate for any increase in excess of the CPI.

**IDC:** The independent rating agency used to determine financial institution eligibility for investments of City funds beyond the FDIC insurance limits.



**GLOSSARY OF BUDGET AND FINANCE TERMS con't**

**Immediate Funds:** Liquid Funds available during the timeframe in which fund balance or working capital is needed to pay demands or claims before the major or significant revenue sources will be received for each respective Fund, as determined by management.

**Industrial Facilities Tax (IFT):** Special tax roll provided for under Act 198. This Act allows the City to levy one half the total Millage on the value of new or expanded facilities up to 12 years.

**Investment:** Securities purchased and held for the production of income in the form of interest.

**L DFA:** Abbreviation for Local Development Finance Authority.

**Liabilities:** Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed or refunded at some future date. The term does not include encumbrances.

**Liquid Funds:** Funds that can be converted to cash within 30 days.

**Long Term Debt:** Debt with a maturity of more than one year.

**Maturities:** The date on which the principal or stated values of investments or debt obligation mature and may be reclaimed.

**MERS:** The Michigan Municipal Employees Retirement System is a multiple-employer statewide public employee retirement plan created to provide retirement and survivor and disability benefits to local government employees.

**Michigan Transportation Fund (MTF) Bonds:** Bonds that allow cities in Michigan to borrow for street Projects pledging not in excess of 45% of their average annual revenue from Gas & Weight Taxes for debt service

**Mill:** A mathematical taxation unit equal to one dollar of tax obligation for every \$1,000 of taxable valuation property.

**Millage:** A rate (as of taxation) expressed in mills per dollar.

**Net Debt:** All City Debt net of special assessment, transportation fund and revenue bond debt.

**Per Capita basis:** Per unit of population.



## **GLOSSARY OF BUDGET AND FINANCE TERMS con't**

**Revenue:** An addition to the assets of a fund, which does not increase a liability, does not represent the recovery of an expenditure, does not represent the cancellation of a liability without a corresponding increase in any other liability or a decrease in assets, and does not represent a contribution of fund capital in an enterprise.

**Surplus Funds** – Liquid or Non-Liquid Funds not immediately needed to pay demands against vendors and other claimants as determined by management.

**Special Assessment Fund:** Special Assessment Funds are used to account for the construction and financing of public improvements benefiting a limited number of properties. Assessments are repaid over a number of years with interest.

**State Equalized Value (SEV):** The assessed valuation of property in the City as determined by the City Assessor and then reviewed and adjusted, if necessary by the City's Board of Review and the State Tax Commission to assure that it equals 50% of the market value as required by State Law.

**Tax Base:** The total value of taxable property in the City.

**Taxable Value:** This is a value used as a base for levying property taxes. It was established by a state constitutional amendment. Taxable value limits increases in value attributed to market adjustment. The increase is limited to the lesser of the actual increase, the rate of inflation as established by the consumer price index, or 5%. When property changes ownership, the value returns to 50% of true cash value.

**Transfers- IN/OUT:** A legally authorized funding transfer between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

**Trust and Agency Fund:** Trust and Agency funds are used to account for assets held by the city in a trustee capacity or as an agent for individuals, organizations, other governments, or other funds.

**Utilities Fund:** This enterprise fund is used to account for the provision of water and sewer services to the customer financed primarily by user charges.

**Working Capital:** Working Capital is generally defined as current assets less current liabilities; however, this is to some extent, an abstract concept. If all of the current assets were converted to cash at their *book value* and all the current liabilities paid, then working capital would be the amount of cash remaining. For the City's Utilities Fund, current assets are comprised of cash and cash equivalents, receivables and inventory; and current liabilities are comprised of accounts payables, accrued liabilities and the current portion of next fiscal year's long-term debt.